



CALLING ALL CHANGE-MAKERS

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

BUILD.

MEASURE.

LEARN.

CAREER.
GROWTH.
FRAMEWORK.

CUSTOMER EXPERIENCE

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 Customer Experience (CX) 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.

Customer Experience Career Growth Framework

The framework highlights 4 shared **CX 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 Individual Contributor, Technical Leader and People Management 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 other technical skills.

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

| COMMUNICATION COLLABORATION  | CUSTOMER OBSESSION  | KNOWLEDGE  | DELIVERY & EXECUTION  |
|---|--|---|--|
| How you communicate and lead people and/or projects across the business | To do everything possible to empower customers to unlock the full potential of Curve by offering an honest, personalised experience and advocating for their needs | The breadth and depth of knowledge; how your CX expertise develops over time | What you are expected to deliver on and how you go about doing that |

Level 1. Advisor 1

Level 2. Advisor 2

Level 3. Specialist. Analyst 1. Trainer 1.

Level 4. Team Lead 1. Trainer 2. Analyst 2.

Level 5. Team Lead 2.

Level 6. CX - QA - Disputes - Complaints Lead.

Level 7. Head of CX.

Individual Contributors

People Managers

CX LEVEL 1

CX Advisor Level 1. Disputes Advisor Level 1.

A supporting-level player who is honing their craft and working to understand organisational context.



COMMUNICATION COLLABORATION



Establishes good relationships with peers and other Curve teams. Asks for and accepts feedback graciously; eager to find ways to improve.

Communicates with passion - is engaging, persuasive and confident in what they believe.

Represents themselves positively - structures communications effectively so that they are clear, well-thought, concise and informative.

Makes a strong personal impression on others in team working settings - articulates ideas, issues and thought processes to gain clear agreement and commitment to actions.

CUSTOMER OBSESSION



You actively develop your understanding of how your role fits into the CX team mission to deliver a great experience to our customers.

You are learning about the tools and resources at your disposal to gain more knowledge and insights about the customer and find solutions to their queries.

You demonstrate a passion for developing your knowledge and applying your skills to be successful in your role.

KNOWLEDGE



Developing broad, generalist CX knowledge.

Focusing on learning existing tools, resources and processes at Curve.

As knowledge improves, so does their QA scoring.

DELIVERY & EXECUTION



Prioritises own work in agreement with their line manager/shift leader.

Manages their own time effectively - on time for meetings.

Works on first line following processes, structures and policies.

Undertakes and utilises role specific training - completing tasks and activities with a strong degree of supervision/support.

Develops their productivity skills by learning and refining their working style and time management.

CX LEVEL 2

CX Advisor Level 2. Disputes Advisor Level 2. Complaints Advisor.



An established performer with strong communication skills who proactively builds relationships.

COMMUNICATION COLLABORATION



Establishes good relationships with peers and other Curve teams.

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

Proactively communicates to their line manager what they are working on, why, how it's going and what help they need.

Represents self positively - consistently communicates appropriately to target audiences, adapting their style and communication method accordingly.

Effectively builds credibility by engaging in collaborative discussions.

Communicates assumptions and gets clarification on anything they're unsure of upfront to minimise the need for rework.

CUSTOMER OBSESSION



Your starting point is to always solve the customers problems – meeting and anticipating their needs.

You confidently use the tools and resources at your disposal to gain more knowledge and insights about the customer and confidently resolve customer queries.

You passionately preserve the integrity of customer outcomes - using your insights and knowledge and take the initiative to push and develop your learning further.

KNOWLEDGE



Rarely makes the same mistake twice; adapts to changes and learns quickly.

Begins to focus on attaining expertise in one or more areas of their role.

Makes steady progress without the need for constant significant feedback from more senior team members.

Consistent ticket numbers and QA scoring.

DELIVERY & EXECUTION



Understands workload and prioritises own work to achieve ticket numbers; following direction from their line manager and/or shift leader.

Manages their own and respects others time.

Delivers small – medium impact, well-defined projects - working individually, or in a small team.

Largely able to independently respond to customer queries to a high standard.

Demonstrates a good understanding of CX systems and processes and occasionally escalates/asks senior colleagues for support and knows when to ask for help in order to get themselves unblocked.

CX LEVEL 3

CX Specialist. CX Trainer Level 1. Analyst Level. Disputes Specialist. Complaints Specialist.



A leading performer and individual contributor who prefers to manage projects over managing people.

COMMUNICATION COLLABORATION



Good relationships with peers, internal stakeholders and team.

Ensures they always communicate decisions at the right time, to the right people and in the right format.

Mentors junior team members through sharing learnings or best practices.

Communicates and partners effectively across functions.

Proactively identifies problems (lack of clarity, inconsistencies etc.) for their own work and adjacent work; communicates these issues early to help course-correct.

CUSTOMER OBSESSION



You actively seek to develop your customer insights to inform your approach to your work and project leadership.

You understand the customer journey and ensure your contribution is perfectly aligned to give the best possible experience.

KNOWLEDGE



Understands and makes well-reasoned decisions and trade-offs within their area of expertise.

Demonstrates knowledge of industry trends and regularly seeks external expertise to accelerate their learning.

Emerging understanding of broader organisational context and goals.

An understanding of how impact and success metrics help to focus their efforts, as well as those of their function.

DELIVERY & EXECUTION



Is comfortable prioritising competing demands, including clearly communicating the reasons for prioritising one aspect of work over another.

Effectively plans and estimates delivery of tasks, and proactively informs the team when work is likely to be delayed.

Works independently to deliver projects, in line with technical competence and experience.

Comprehensive understanding of all systems and processes needed to conduct own work - secures guidance on occasion for complex matters and escalates risks related to own projects and business area.

CX LEVEL 4

CX Team Lead - Level 1. CX Trainer - Level 2. Analyst - Level 2.
Disputes Team Lead - Level 1.



A high-level performer with strong relationships and the ability to lead people.

COMMUNICATION COLLABORATION



Facilitates cross-team work, improving the effectiveness of others.

A confident decision-maker.

Listens and guides debates to help reach a consensus; once a decision is made, clearly communicates and backs that decision.

Can influence and persuade internal stakeholders.

Demonstrates the ability to set short to medium-term strategic direction; identifies the areas of greatest need and creates plans to improve them.

CUSTOMER OBSESSION



Every conversation you have with your team is rooted in and aligned to the CX mission.

You effectively partner with other Curve teams to better inform your work; what you will do, why you are doing it and how you will do it.

You work to enhance your own contribution to Curve's customer experience, and support others in theirs.

KNOWLEDGE



Demonstrates a good understanding of broader organisational context and goals.

Starting to develop a basic understanding of people management practices, particularly around professional development; actively learning how to handle difficult management situations.

DELIVERY & EXECUTION



Scales themselves by their emerging ability to delegate work effectively to team members; ensures tasks are completed without micromanaging.

Beginning to learn how to lead the delivery of team projects or "business as usual" activities.

Supports on hiring activities within CX.

CX LEVEL 5

CX Team Lead - Level 2. Disputes Team Lead - Level 2.

Effective group leader focused on building diverse teams and building more complex processes for high impact results.



COMMUNICATION COLLABORATION



Makes others better through mentorship or guidance on specific areas related to their functional knowledge.

Sets direction at a project level. Identifies and proposes strategies to problems affecting their team and gets buy-in on solutions.

Makes independent decisions for the team.

Contributes to the career development of others; empowers those around them.

Expected to meet regularly with their direct reports, provide frequent feedback on their work, help the individuals set goals and work to ensure employee growth and retention goals.

Developing an ability to articulate a vision.

CUSTOMER OBSESSION



Every conversation you have with your team is rooted in and aligned to the CX mission.

You are passionate about defining and elevating current and future Curve customer experiences, achieving this through extending your insight in creative ways to define and iterate improvements, processes and ways of working over time.

You work to enhance your contribution towards the CX mission. Understanding the bigger picture.

KNOWLEDGE



Go-to expert in one specific area of their role.

Provides expert advice and weighs in on complex decisions and problems that impact their squad, the wider CX team, or the company at large.

Researches and proposes new tools to facilitate self-team and company-wide learnings.

Proactive in identifying and clearing roadblocks for the team. Excels at getting the team to focus on the high-impact projects.

DELIVERY & EXECUTION



Makes contingency plans to account for changing work priorities, deadlines and milestones.

Collaborates with other relevant teams within Curve to plan, scope and deliver complex workstreams/initiatives/projects.

Takes a proactive, flexible and solutions-driven approach to decision making.

Owns the problem and sets the tone for how things should be discussed.

Focused on and responsible for their team's productivity and collective impact.

An ability to identify exceptional talent.

Takes ownership of their own development.

CX LEVEL 6

CX Lead. QA & Training Lead. Disputes Lead. Complaints Lead. Customer Success Lead.



Effective group leader focused on building diverse teams and building more complex processes for high impact results.

COMMUNICATION COLLABORATION



Manages independently; communicates context to the team and surfaces requirements to relevant senior people within the business. Is able to facilitate cross-team work, improving the effectiveness of others.

Listens and guides debates to help reach a consensus; once a decision is made, clearly communicates and backs that decision.

Has made an obvious positive impact on the entire company's growth trajectory.

Creates opportunities for reports to grow and flourish. Sets clear expectations for team members; solicits, synthesises and delivers feedback.

Recognised for their impact on team culture; people are excited to work with them.

CUSTOMER OBSESSION



You champion Curve Customer needs with senior stakeholders and team members – passionately conveying the value of the work CX deliver.

You role model Curve standards to better define and elevate current and future Curve customer experiences.

You effectively lead CX operations and projects with significant business impact.

KNOWLEDGE



Sought out for functional knowledge and guidance; anticipates issues and makes considered decisions to avoid them.

Owner of, and expert on large parts of their job function.

Has a track record of creating improvements across major parts of their department bringing about positive changes to the business.

Holistic, integrated understanding of organisational context.

Developing proven structure and processes that helps their team achieve outstanding results.

Begins to manage managers; coaches them toward strong people management practices.

DELIVERY & EXECUTION



Takes full ownership of allocated work streams - including identifying and engaging relevant stakeholders in planning and prioritising work, projects or initiatives.

Embodies ownership and obsession for executing against the CX roadmap.

Engages comprehensive understanding of different expertise/workings across Curve to accomplish goals and objectives.

Generously shares own knowledge/expertise to develop others ability to accomplish goals and objectives.

Able to lead hiring efforts for their team and determine headcount.

Head of Customer Experience.

A thought leader, delivering transformation and a CX vision for the organisation.



COMMUNICATION COLLABORATION



Leverages past experience and uses strong communication skills to collaborate effectively with all other business leaders to define and prioritise the right work.

Owens the OKR setting and review process for teams under their oversight.

Proactively nurtures the talent of the senior people in their function and provides leadership to them, particularly around resourcing or personnel issues.

Promotes Curve and the organisation as a team to prospective candidates.

Develops and articulates a compelling vision for the team.

CUSTOMER OBSESSION



You are the ultimate Customer voice within Curve.

Through others you champion Curve Customer needs across the company.

You constantly seek to challenge your teams to elevate customer interests across all stages of the customer journey.

You actively enable your teams to raise Curve standards to better define and elevate the current and future Curve customer experiences.

Shaping strategy for the customer journey and undertaking future project forecasting.

You effectively lead crucial CX projects with significant business impact and solve customer needs.

KNOWLEDGE



Anticipates broad change pertaining to CX and ensures Curve is always ahead.

Understands deeply the end to end nature of their job function and is able to articulate clearly the scaling limits in their area, while proposing solutions to them.

Uses their expertise to develop ideas that enable many potential futures without knowing exactly what the future is.

Develops and articulates compelling vision for the team.

Expertise as a manager, leader and operator.

DELIVERY & EXECUTION



Works with senior stakeholders to translate business strategy into meaningful objectives – supported by key results and tactical plans to achieve execution.

Balances long-term vision and the needs of the team – taking effective remedial action appropriately.

Strong technical and business knowledge, enabling teams to deliver impactful work.

Drives a high-performing team culture by supporting the growth and development of all CX team members through effective coaching and mentoring, implementing ways for the team to work together more effectively.

Active in annual and ad hoc headcount planning for the organisation; works to secure necessary budget.