



CALLING ALL CHANGE-MAKERS

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

BUILD.

MEASURE.

LEARN.

**CAREER.
GROWTH.
FRAMEWORK.**

PROJECT MANAGEMENT OPERATIONS

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 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.

P.M.O Team Career Growth Framework

The Project Management Operations (P.M.O) framework highlights 6 shared 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.

PROBLEM SOLVING	STAKEHOLDER MGMT.	TECHNICAL EXPERTISE	FINANCIAL LANDSCAPE	RAISING THE BAR (C.I.)	DELIVERY & EXECUTION
The ability to effectively deal with, get to the heart of and simplify complex problems and situations to deliver elegant solutions.	Communicating effectively with stakeholders to support, inform and inspire action.	Engaging project and program management expertise across all Curve teams (technologists, designers, creatives and operations) to enable them to deliver... excellence... all the time.	Understanding where we play ... financial services / fintech / suppliers / partners Comprehensive knowledge of Curve's business model.	Continuous Improvement & Innovation Acceleration: Creating opportunities for process, system and structural disruption, experimentation and improvement.	Focusing on delivering project and program value to our customers and business.

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.	PMO ANALYST.	Individual Contributors
SHAPE.	PROJECT MANAGER. SENIOR PROJECT MANAGER.	
GUIDE.	PROGRAM MANAGER	
LEAD.	HEAD OF PROJECT MANAGEMENT OPERATIONS.	People Managers
EXECUTIVE.		

CORE.

PROJECT ANALYST.

PROBLEM SOLVING



Engaging Expertise: Curious about all things P.M.O and wants to understand the inputs that drives outputs.

Learns how the P.M.O team learns from both failure and success.

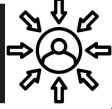
Eagerly and openly sharing their own learning with the team.

Getting to the Heart of the Matter: Demonstrates enthusiasm to learn a range of problem-solving / project management approaches - asks the right questions.

Works with P.M.O team to define project progress/success measures and deliver insightful reports.

Elegance & Simplicity: Creatively approaches issues within their role to find solutions, identifying risks and opportunities.

STAKEHOLDER MGMT.



Relating & Networking: Establishes good relationships with own team members and other Curve teams.

Actively communicates what they are working on as well as soliciting feedback and asks for help when needed.

Presenting & Communicating Information: Represents self positively - structures communications around own work in a variety of modes (verbal/non-verbal) effectively so that they are clear, well-thought, concise and informative.

Persuading & Influencing: Makes a strong personal impression on others when presenting work and in team working settings – articulates ideas, results and thought processes to gain clear agreement and commitment to actions.

TECHNICAL EXPERTISE



Technically Talking: Actively develops relationships with teams and engages in project conversations focusing on feasibility, risk & opportunity.

Shows awareness of the extent of own knowledge - knows when to escalate to team members with greater experience.

Technical Understanding: Produces great work that is well thought through, clearly presented and technically sound.

Demonstrates an appetite for continued learning, seeking technical expert advice to develop awareness and understanding.

PM Process: Possesses a basic knowledge of PM methodologies utilised at Curve - agile concepts and methodologies that product/ engineering teams adopt to support successful outcomes.

Adheres to project preparation / launch best practice and Curve process.

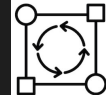
FINANCIAL LANDSCAPE



Financially Speaking: Shows curiosity regarding financial services eco-system and key Curve suppliers / partners.

Developing understanding of different payment schemes and Curve's business model.

RAISING THE BAR (C.I)



Building & Applying Knowledge: Learning project / process methodologies to inform your work - researching industry standards and resources.

Sharpening the Blade: Whilst you know what works for you - you remain focussed on refining your process.

DELIVERY & EXECUTION



Prioritisation: Prioritises own work in agreement with line Manager.

Manages their own time effectively. Is always on time for meetings.

Ships the customer experience: Delivers small-impact, well-defined tasks - following processes, structures and policies.

Completes tasks / activities with strong degree of supervision/support - utilising role specific training to a high standard and applies to role.

SHAPE.

PROJECT MANAGER.

PROBLEM SOLVING



Engaging Expertise: Curious about all things Curve's inner workings.

Learns how the team assesses both failure and success.

Eagerly and openly sharing with the team their own learning.

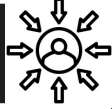
Getting to the Heart of the Matter: Demonstrates enthusiasm to learn a range of problem-solving techniques and practices.

Asks the right questions to drive to root causes and opportunities.

Rolls sleeves up and getting hands dirty - doing what needs to be done - knowing everything is your job to complete projects and successfully.

Elegance & Simplicity: Creatively approaches issues within their role to find solutions, identifying risks and opportunities.

STAKEHOLDER MGMT.



Relating & Networking: Establishes good relationships with own team members and other Curve teams.

Actively communicates what they are working on as well as soliciting feedback and asks for help when needed.

Learning how to categorise all stakeholders and analyse their interests, requirements and levels of influence.

Presenting & Communicating Information: Represents self positively - structures communications around own work in a variety of modes (verbal/non-verbal) effectively so that they are clear, well-thought, concise and informative.

Persuading & Influencing: Makes a strong personal impression on others when presenting work and in team working settings - articulates ideas, results and thought processes to gain clear agreement and commitment to actions.

Recognises potential situations where conflict and or resistance may occur - engages senior team members to assist to enable strong relationships and building their ability to influence.

Knows Curve culture, but does not yet understand key influencers/power dynamics within Curve / externally.

TECHNICAL EXPERTISE



Technically Talking: Actively develops relationships with teams and engages in project conversations focusing on feasibility, risk & opportunity.

Shows awareness of the extent of own knowledge - knows when to escalate to team members with greater experience.

Technical Understanding: Produces great work that is well thought through, clearly presented and technically sound.

Demonstrates an appetite for continued learning, seeking technical expert advice to develop awareness and understanding.

PM Process: Possesses a basic knowledge of PM methodologies utilised at Curve - agile concepts and methodologies that Product/ Engineering teams adopt - to support successful outcomes.

Adheres to project preparation / launch best practices and Curve processes.

FINANCIAL LANDSCAPE



Financially Speaking: Developing knowledge of financial services eco-system and relations / interactions with suppliers / partners.

Developing understanding of different payment schemes.

Building knowledge of Curve's business model.

RAISING THE BAR (C.I.)



Continuous Improvement: Is learning how team identifies and responds to opportunities for process, system and structural improvement.

Innovation Acceleration: Takes an interest in new ideas and new ways of doing things, and makes suggestions for change and/or proposals to modify methods and procedures.

Ensures project improvements are applied consistently within Curve's processes / frameworks regulations, rules and policies.

Getting the Bigger Picture: Learning how P.M.O supports Curve's wider long term aspirations as well as the 'here and now'.

DELIVERY & EXECUTION



Prioritisation: Can prioritise from a portfolio of initiatives based on the outcome that we're trying to deliver for the business.

Ships the customer experience: Works with key stakeholders on the launch strategy for products and features.

Keeps a Cool Head: Stays calm in pressurised and demanding situations - engages perspective, mentally recalibrates and re-focuses on their mission.

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

Relishes the Challenge: Quickly and confidently shifts and responds to changing circumstances, priorities and often impossible deadlines - likely to say 'bring it on'!

SHAPE.

SENIOR PROJECT MANAGER.

PROBLEM SOLVING



Engaging Expertise: Demonstrates knowledge of best problem-solving approaches and coaches others to do so.

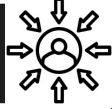
Engages their understanding of product to proactively identify and resolve potential / horizon problems.

Elegance & Simplicity: Strong ability to simplify complex challenges and solutions when working individually or with others.

Getting to the Heart of the Matter: Enhanced ability to actively interpret, understand and guide deep analysis of challenges/opportunities to deliver great insight and inform action.

Gets under the hood of key matters - such as dissecting regulations, contracts and conditions - and determining implications for Curve.

STAKEHOLDER MGMT.



Relating & Networking: Establishes good relationships with own team members and other Curve teams. Confidently voices concerns, ideas and actively listens to all points of view during discussions. Proactively communicates to their team what they are working on, why, how it's going and what help they need.

Presenting & Communicating Information: Represents self positively - consistently communicates appropriately to target audiences, adapting style and communication method accordingly.

Persuading & Influencing: Effectively builds credibility by engaging in collaborative discussions making effectively articulating the pros and cons of their argument to give perspective. Provides stakeholders with clear, timely and relevant information in accordance with the communications plan, using appropriate methods and media.

Good understanding of problems related to projects and stakeholder priorities. Takes action to persuade - careful preparation / presentation of data - with different options.

Understands Curve structure / culture - including 'key decision makers' - uses this to support achieving project / portfolio outcomes.

TECHNICAL EXPERTISE



Technically Talking: Has confidence and collaborative approach to engage stakeholders in project scoping / design processes.

Technical Understanding: Has an in-depth understanding of Curves tech stack / PM tools - in addition to that the constraints. Develops and maintains solid foundation of market knowledge in their area, proactively identifies potential issues/risks.

Demonstrates technical proficiency through analysing the consistency between programs - strategies - opportunities and risks.

PM Process: Possesses a solid understanding of internal PM processes - and coach junior team members how to adopt and work through with teams.

FINANCIAL LANDSCAPE

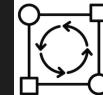


Financially Speaking: Developing knowledge of financial services eco-system and relations / interactions with suppliers / partners.

Developing understanding of different payment schemes.

Strong knowledge of Curve's business model.

RAISING THE BAR (C.I.)



Continuous Improvement: Identifies opportunities for process, system and structural improvement as well as improving current practices, increasing effectiveness and achieving efficiency gains. Actively supports the application of sound quality management standards and process improvement.

Innovation Acceleration: Contributes creative ideas and proposes changes to processes and methods, to overcome identified bottlenecks, challenges and issues.

Getting the Bigger Picture: Understands the principles of change management and develops approaches that suit the business situation - both at that time and for the future.

Adjusts approaches and responses to reflect the urgency of situations and changing circumstances. Makes an effort to understand reasons for changes and their impact on operations.

DELIVERY & EXECUTION



Prioritisation: Is comfortable prioritising competing demands including clearly communicating the reasons for prioritising one project / or aspect over another in terms of customer impact, business outcome and effort.

Ship the customer experience: Works with the PM team to define launch plans, ongoing communication planning and continuous onboarding of the features/products. Will work the CX leads to ensure all training needs are met, and that customers are getting the right level of support.

Keeps a Cool Head: Adapts positively to challenge, changing circumstances or other constraints and is determined to complete tasks by remaining calm, composed and focused.

Withstands criticism from stakeholders - keeps focussed on the mission.

Relishes the Challenge: Maintains a high level of performance when facing pressure and uncertainty.

Recovers rapidly from setbacks and is persistent in working through adversity toward objectives.

GUIDE.

PROGRAM MANAGER.

PROBLEM SOLVING



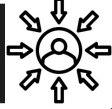
Elegance & Simplicity: Makes sense of deeply complex issues by reframing problems, bringing PM expertise - delivering structure, clarity, new insights and challenges assumptions to deliver simple and elegant solutions.

Engaging Expertise: Successfully leads challenging high impact / critical project initiatives.

Effectively navigating teams, stakeholders through critical challenges - overcoming both known/unknown problems demonstrating exceptional coaching, leadership and project management skills.

Getting to the Heart of the Matter: You understand the interpret the cross-functional impact of multiple critical project initiatives and priorities.

STAKEHOLDER MGMT.



Relating & Networking: Strong understanding of Curve culture, climate and constraints to inform key conversations and project actions.

Builds strong and supportive network outside of own team.

Equally confident in relating to senior level stakeholders and junior members in the team in a supportive capacity.

Presenting & Communicating Information: Represents self positively - communicates throughout design and implementation of solutions in a transparent fashion.

Provides stakeholders with clear, timely and relevant information in accordance with the communications plan, using appropriate methods and media.

Persuading & Influencing: Contributes to key project discussions - carefully considers the opinions of others and implications before presenting their thoughts.

Actively seeks and assesses information and feedback from stakeholders that may impact projects.

Develops, consults on, and disseminates a stakeholder management and communications plan.

TECHNICAL EXPERTISE



Technically Talking: Full grasp of technical language - develops strong relationships with all key stakeholders - regularly advocating for integrated / joined up thinking in decision making processes.

Technical Understanding: Has a solid understanding of the overall Curve architecture / infrastructure and is highly knowledgeable about specific elements relevant to own role.

Renowned for in-depth technical and domain knowledge identifying opportunities - teams welcome and look forward to valuable input.

PM Process: Always clear and transparent in communication and decision-making processes.

Promotes 'lessons learned approach with PMO team and across Curve.

FINANCIAL LANDSCAPE



Financially Speaking: Previous experience working in financial services / fintech and with suppliers / partners.

Broad understanding of different payment schemes / financial / payments landscape.

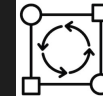
Previous knowledge of a specific area relevant to Curve's business model.

Comprehensive knowledge of Curve's business model.

Industry Dynamics: Demonstrated ability to effectively manage multiple projects and clearly understand integrations, interdependencies and synergies across portfolios.

Exceptional stakeholder and project governance experience.

RAISING THE BAR (C.I)



Continuous Improvement: Promotes and fosters continuous improvement - suggests integrated opportunities to 'automate to accelerate' - developing 'the Curve way' of identifying efficiencies and best practice - that can be introduced across the company.

Innovation Acceleration: Makes change happen by setting a direction and a course of action in accordance with the Curve's objectives - as well as monitoring the implementation of change activities.

Getting the Bigger Picture: Strong understanding of change processes / procedures and models to support and advise Curve teams.

Anticipates the need for change - ensure the 'conversations that need to be had' - are had - recommends required resources, and fosters innovation and creativity.

DELIVERY & EXECUTION



Prioritisation: Comfortably prioritises competing demands - operating with a high level of ambiguity.

Creates an environment and framework which constantly challenges decisions to ensure Curve delivers maximum value for our customers.

Ship the customer experience: Understands acutely the role that strong PM plays in GTM - which can make or break success.

Maintains strong PM voice / approach in early planning processes.

Keeps a Cool Head: Is prepared and able to make difficult, sometimes unpopular, decisions in the best interest of the Curve and remains committed to seeing them through.

Relishes the Challenge: Responds to challenges with logic and reason, avoiding emotional reactions to conflict/pressure to focus on the mission.

Manages conflicting pressures and tensions.

Actively enables team to perform by identifying and removing obstacles and protecting them where needed.

LEAD.

HEAD OF PROJECT MANAGEMENT OPERATIONS.

PROBLEM SOLVING



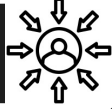
Elegance & Simplicity: Makes sense of deeply complex issues by reframing problems, bringing PM expertise - delivering structure, clarity, new insights and challenges assumptions to deliver simple and elegant solutions.

Engaging Expertise: Successfully leads challenging high impact / critical project initiatives.

Engages expertise to navigate teams, stakeholders through complex challenges - overcoming both known/unknown problems demonstrating exceptional coaching, leadership and project management skills.

Getting to the Heart of the Matter: You understand the interpret the cross-functional impact of multiple critical project initiatives and priorities.

STAKEHOLDER MGMT.



Relating & Networking: Actively leverages network outside of own team to get things done.

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

Presenting & Communicating Information: Actively identifies opportunities to present team activities and achievements.

Persuading & Influencing: Engages in key technical and project discussions – carefully considers the opinions of others and implications.

Confidently engages obligation to dissent by making well thought out and clearly explained arguments valued by all stakeholders.

Uses expertise to persuade senior individuals to support specific actions, changes in approach, scope and policy.

Actively anticipates situations which will inhibit Curves ability as an organisation and uses influencing skills to engage in critical discussions to get ahead of horizon issues.

TECHNICAL EXPERTISE



Technically Talking: Regarded as a true ally across all teams - routinely brought into key decision making processes to be the P.M.O voice to provide a valued perspective.

Technical Understanding: Highly technically proficient and regularly contributes to enhanced business outcomes - seen as the key person in the organisation for program awareness / scoping and delivery.

Promotes, coaches and distributes PM knowledge / discipline within P.M.O and across Curve.

PM Process: Continually looks for inefficiencies across Curve processes to uncover ways to improve them.

Establishes strategic priorities in a structured way through deep conversations with stakeholders - engaging knowledge to clearly articulate opportunity and risk at senior level.

FINANCIAL LANDSCAPE



Financially Speaking: Previous experience working in financial services / fintech and with suppliers / partners.

Broad understanding of different payment schemes / financial / payments landscape.

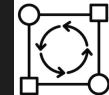
Previous knowledge of a specific area relevant to Curve's business model.

Comprehensive knowledge of Curve's business model.

Industry Dynamics: Demonstrated ability to effectively manage multiple projects and clearly understand integrations, interdependencies and synergies across portfolios.

Exceptional stakeholder and project governance experience.

RAISING THE BAR (C.I.)



Continuous Improvement: Embraces innovation and consistently strives for efficiency and business improvements that support and foster the one-Curve approach.

Innovation Acceleration: Remains abreast of technical, domain and market developments that have an impact on Curve - and or key projects - rapidly employing strategies and mobilising teams to respond.

Automate to accelerate - introduces new tools to raise PM capability across Curve - bringing effective and impactful changes to the ways people work to achieve objectives.

Getting the Bigger Picture: Sets the agenda and frameworks for managing, meeting change at Curve.

DELIVERY & EXECUTION



Prioritisation: Leading voice regarding prioritisation across Curve – making strong recommendations - ensuring resources and focus are employed where they are most needed.

Ensures team members to engage other teams effectively - removing obstacles / offering solutions where needed.

Establishes the OKRs to manage assess P.M.O progress and performance contribution to Curves overall performance.

Ship the customer experience: Leads team approach to GTM planning - ensuring all relevant stakeholders are fully informed and committed to the product vision and core messaging to ensure a successful feature launch.

Oversees delivery against plan for Curve wide projects - ensuring all stakeholders are achieving agreed contributions on time and to requisite standard.

Achieves Balance: Recognises and responds to the strategic pressures on the P.M.O function and team.

Works toward the development of their resilience as well as creating an enabling environment - knowing the key points to put the foot down on the accelerator and when to ease off.