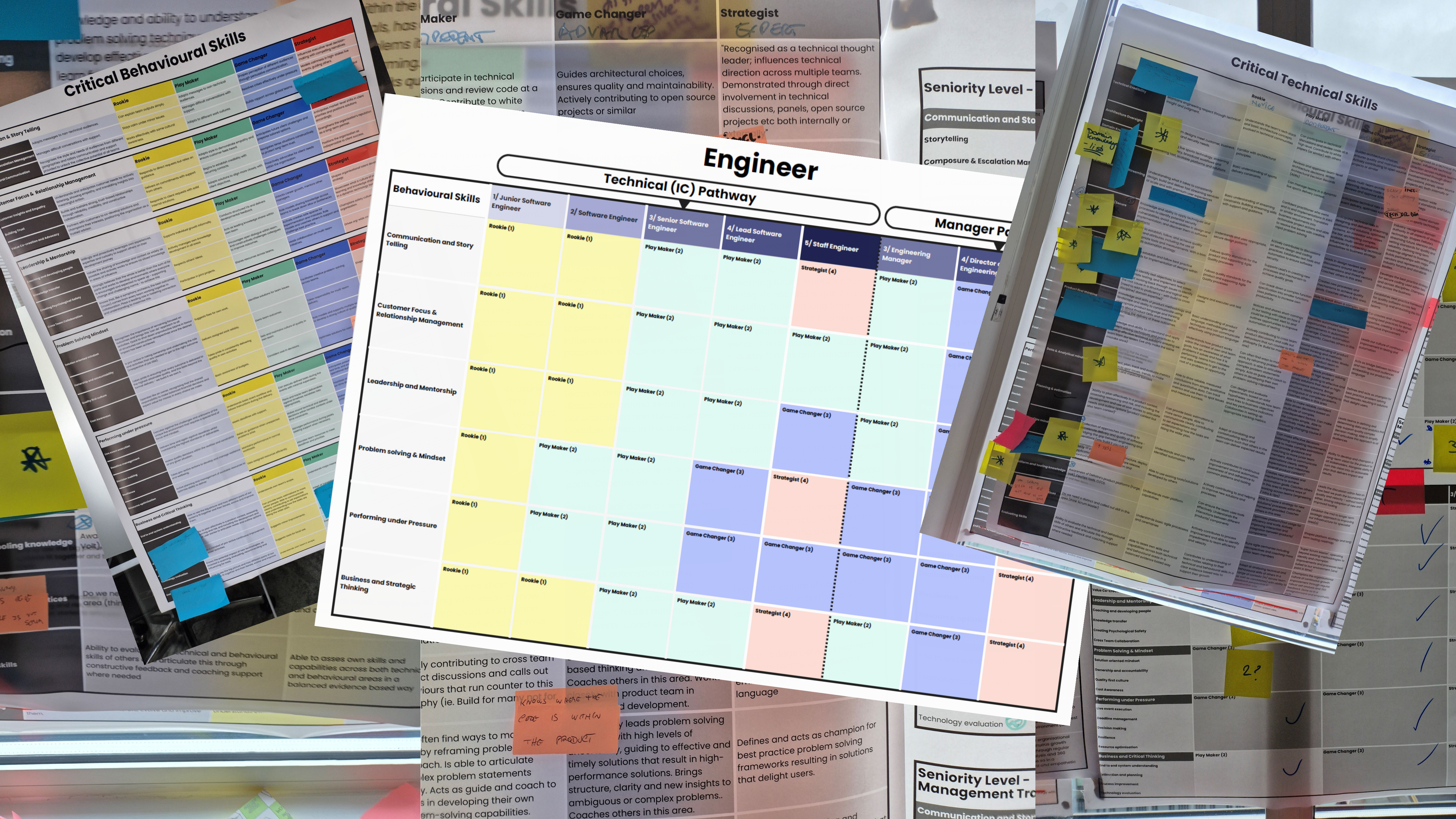


Skill-powered Engineering Career Framework

Nick Halder (Deltatre)
Catalina Schveninger (Matara)



4G



Critical Behavioural Skills

	Rookie	Play Maker	Game Changer	Strategist
Communication & Story Telling	Adapts messages to non-technical audiences	Adapts messages to non-technical audiences	Adapts messages to non-technical audiences	Adapts messages to non-technical audiences
Customer Focus & Relationship Management	Understands and anticipates customer needs by active listening and empathy and translating insights into meaningful action	Understands and anticipates customer needs by active listening and empathy and translating insights into meaningful action	Understands and anticipates customer needs by active listening and empathy and translating insights into meaningful action	Understands and anticipates customer needs by active listening and empathy and translating insights into meaningful action
Leadership & Mentorship	Willingly and proactively leverages own experiences, knowledge and skills to support others in their development	Willingly and proactively leverages own experiences, knowledge and skills to support others in their development	Willingly and proactively leverages own experiences, knowledge and skills to support others in their development	Willingly and proactively leverages own experiences, knowledge and skills to support others in their development
Problem Solving Mindset	Recognises the importance of remaining focused on the problem and not being distracted by other issues	Recognises the importance of remaining focused on the problem and not being distracted by other issues	Recognises the importance of remaining focused on the problem and not being distracted by other issues	Recognises the importance of remaining focused on the problem and not being distracted by other issues
Performing under Pressure	Understands the challenges and unknowns of the role and remains focused on the task at hand	Understands the challenges and unknowns of the role and remains focused on the task at hand	Understands the challenges and unknowns of the role and remains focused on the task at hand	Understands the challenges and unknowns of the role and remains focused on the task at hand
Business and Critical Thinking	Understands the importance of remaining focused on the problem and not being distracted by other issues	Understands the importance of remaining focused on the problem and not being distracted by other issues	Understands the importance of remaining focused on the problem and not being distracted by other issues	Understands the importance of remaining focused on the problem and not being distracted by other issues

Maker
7 PERCENT

Game Changer
ADVANCE

Strategist
EXPERT

participate in technical discussions and review code at a high level. Contribute to white papers or similar

Guides architectural choices, ensures quality and maintainability. Actively contributing to open source projects or similar

Seniority Level -
Communication and Storytelling
Composure & Escalation Management

Engineer

	1/ Junior Software Engineer	2/ Software Engineer	3/ Senior Software Engineer	4/ Lead Software Engineer	5/ Staff Engineer	3/ Engineering Manager	4/ Director of Engineering
Technical (IC) Pathway							
Communication and Story Telling	Rookie (1)	Rookie (1)	Play Maker (2)	Play Maker (2)	Strategist (4)	Play Maker (2)	Game Changer (3)
Customer Focus & Relationship Management	Rookie (1)	Rookie (1)	Play Maker (2)	Play Maker (2)	Play Maker (2)	Play Maker (2)	Game Changer (3)
Leadership and Mentorship	Rookie (1)	Rookie (1)	Play Maker (2)	Play Maker (2)	Play Maker (2)	Play Maker (2)	Game Changer (3)
Problem solving & Mindset	Rookie (1)	Play Maker (2)	Play Maker (2)	Game Changer (3)	Strategist (4)	Game Changer (3)	Strategist (4)
Performing under Pressure	Rookie (1)	Play Maker (2)	Play Maker (2)	Game Changer (3)	Strategist (4)	Game Changer (3)	Strategist (4)
Business and Strategic Thinking	Rookie (1)	Rookie (1)	Play Maker (2)	Play Maker (2)	Strategist (4)	Play Maker (2)	Game Changer (3)

Critical Technical Skills

	Rookie	Play Maker	Game Changer	Strategist
Technical Creativity	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions
Architecture Oversight	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions
Domain Knowledge	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions
Product First Thinking	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions
Data & Analytical Mindset	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions
Planning & Estimation	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions
Performance and Tooling Knowledge	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions
Evaluating Skills	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions	Understands the team's tech stack and is involved in technical decisions

Knows where the code is with the product

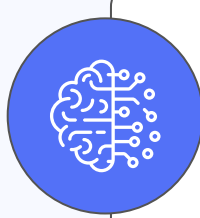
2?

Seniority Level -
Management Track

Key insights

Mindset Over Skills

Leaders consistently emphasized that while technical skills can be taught, the right mindset and approach to problem-solving are the true differentiators.



“Mindset is everything - the underlying decider” –Sadia

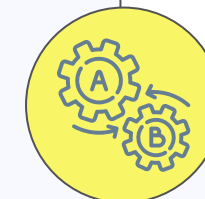
Growth Through Challenge



JA creates challenge they have 2-3 days to solve in order to learn - "most embrace the challenge"

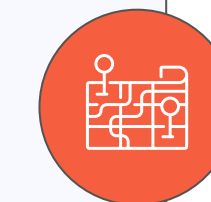
Holistic Technical Leadership

The transition from senior individual contributor to technical leader requires developing skills in architecture, people influence, and business judgment simultaneously.

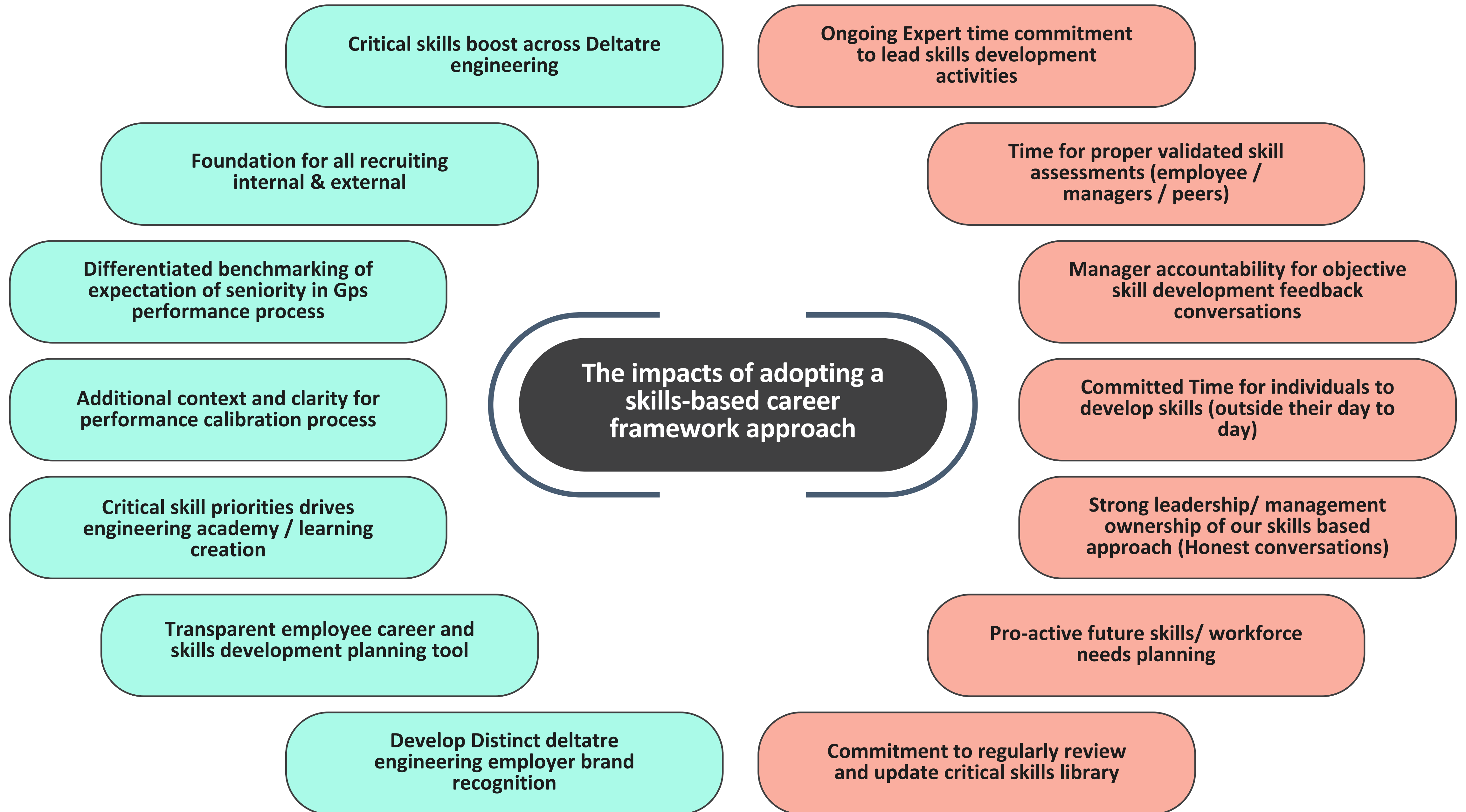


“Big gap between seniors and leads... dealing with complexity is a challenge” –Alexey

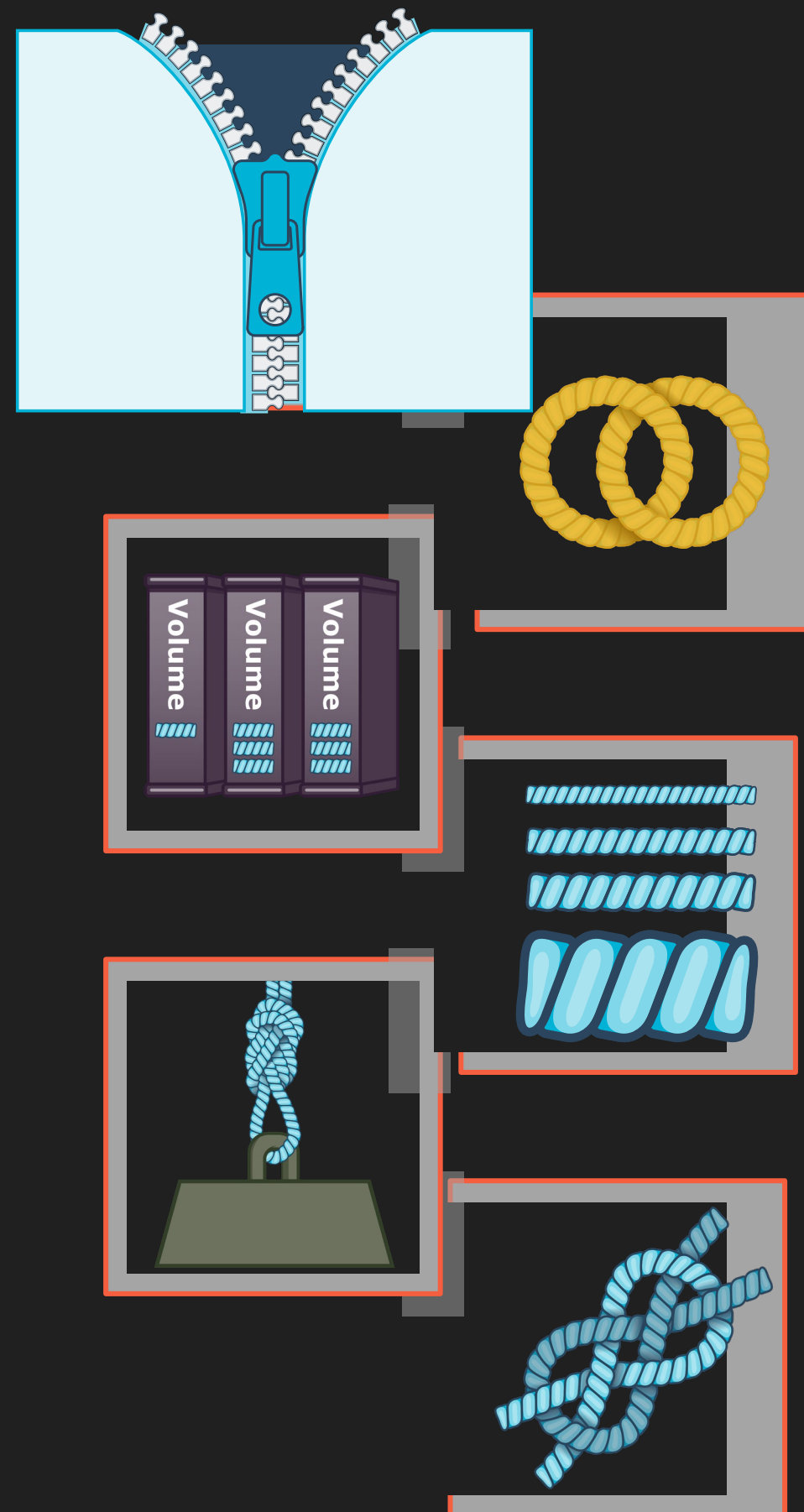
Domain Knowledge is Critical



"Domain knowledge we also struggle with - understanding of video, can be a big learning curve" –Sadia



IC Career pathway rope-making analogy



Example Title | Equipment Expertise

Senior Principal | Invented the zipper [Future role]

Principal | Invented nylon

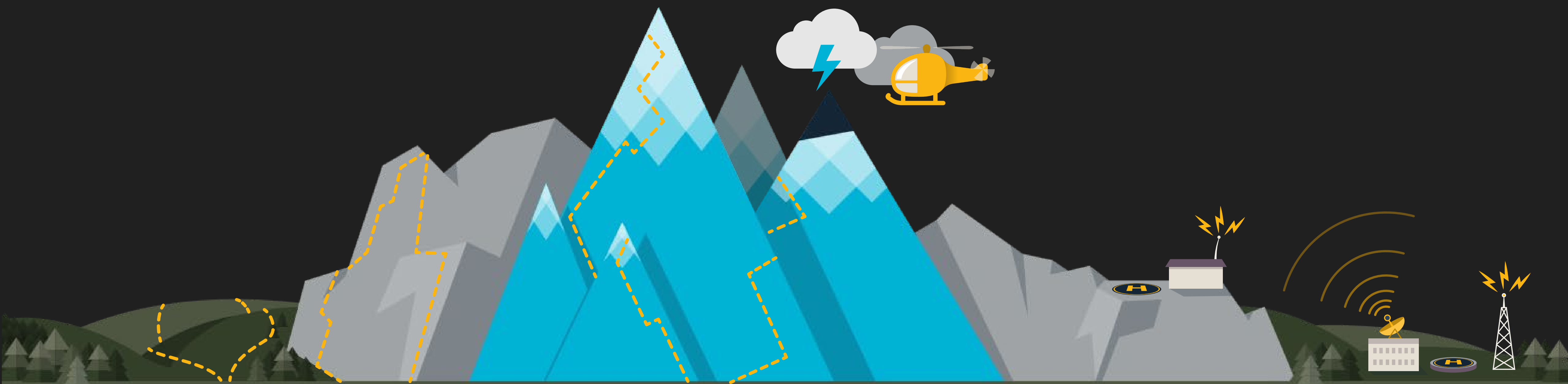
Lead Specialist | Knows more about rope than you ever will

Senior Specialist | Understands rope making

Specialist | Calculates rope strength / knows a lot about knots

Junior Specialist (Graduate) | Can tie knots / shown complex knots

Our People Leadership Career Pathway in a Mountaineering (Mountain Rescue) Metaphor



TITLE
MOUNTAIN RESCUE
EXPERTISE

Manager

Guides team while rock climbing (Skills/training needed, risk-taking support systems in place)

**Snr Manager/
Director**

Leads extended alpine mountain-climbing trips (Experienced leadership required for multi-faceted environment)

**VP/
Senior Director**

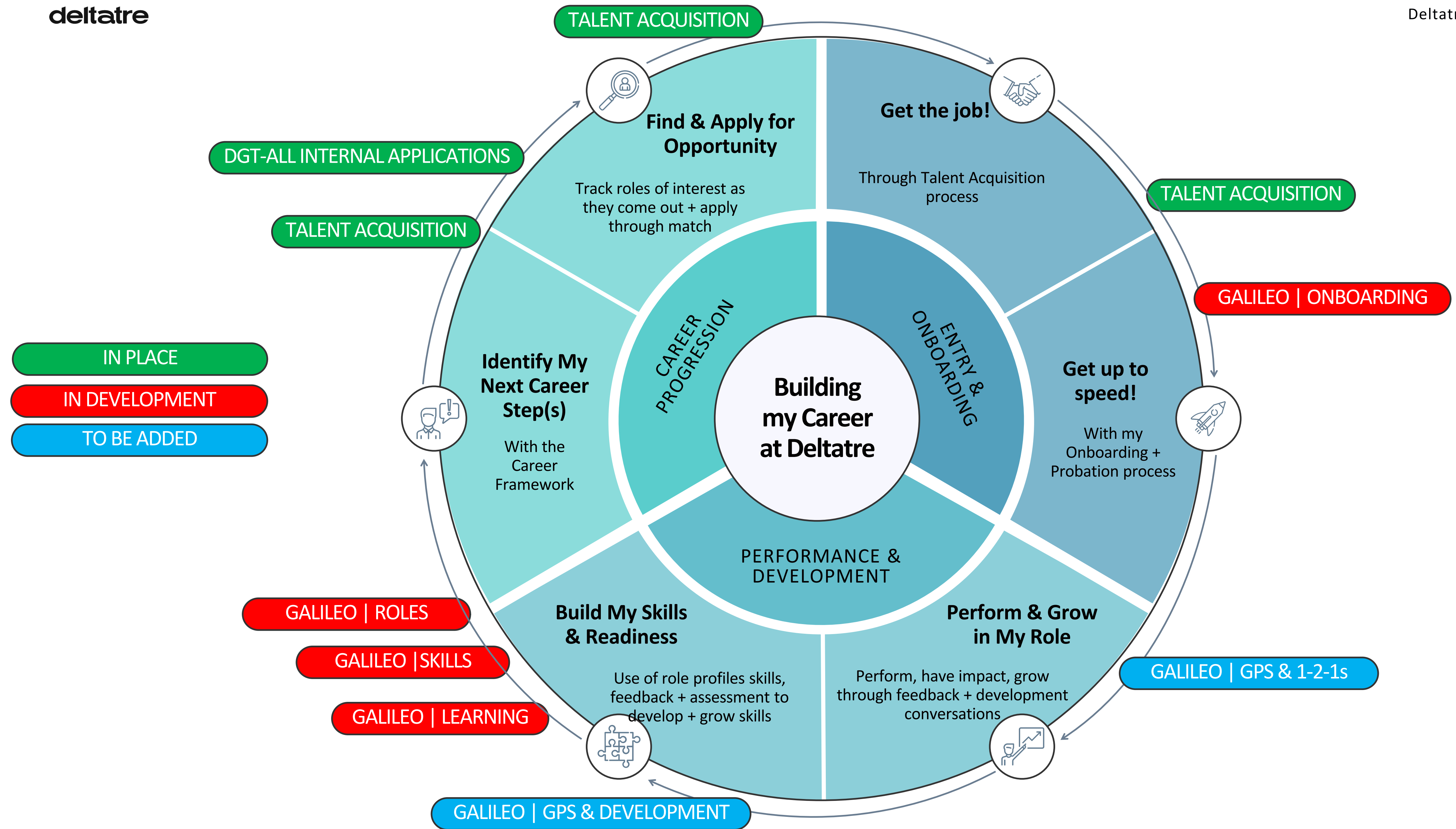
Pilot storm (Strong tactical expedition management through unexpected snow; decision-maker, handles unforeseen issues).

SVP

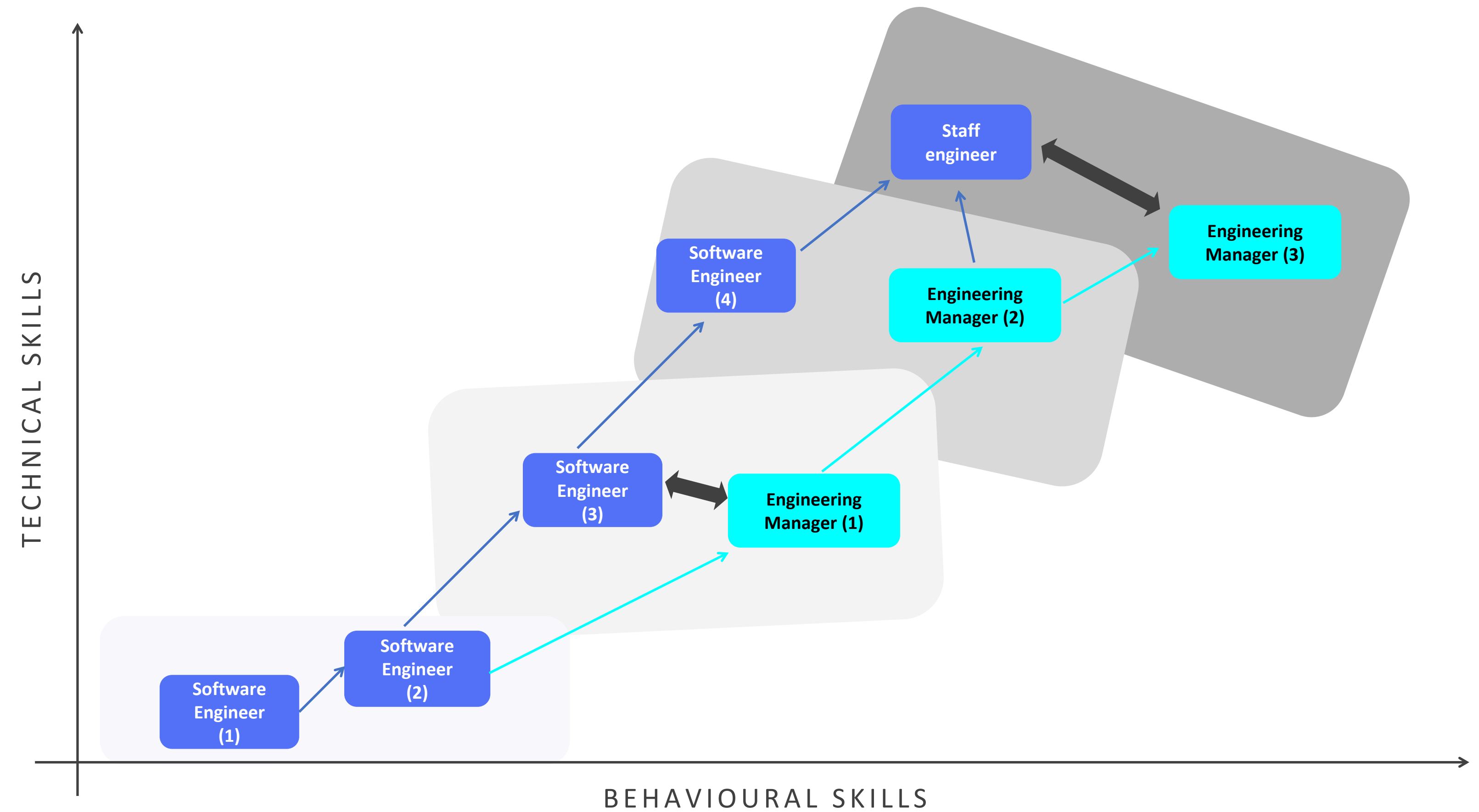
Controls search efforts to find missing hikers. (Strategic battle-tested leader, directs operational units).

Exec

Directs efforts of both air and ground search parties (Inspires action, coordinates simultaneous initiatives)



Potential pathways on the dual track

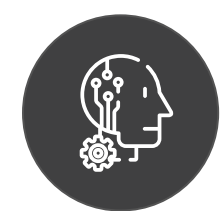


Engineering Academies

THE HOW

Each Academy will be constructed based on the unique **requirements of that area.**

Key **supporting resources** to each Academy could include:



Continuous AI Assistant Support

with Delphi and Co-pilot Assistants providing real-time support and coaching alongside the Academy



Peer to Peer Learning and Support

social learning as a cohort, sharing best practice, ideas and progress



Expert Community

access throughout to the SME Experts for the Academy

ACADEMY TEMPLATE

Acquire the knowledge

The digital learning content created and curated by our Academy SMEs. This could include blog posts, articles, videos, screencast demo's, Q&As, live or recorded webinars etc. Structured into a sequential learning pathway that builds the core knowledge required across the Tech Stack.

Apply the skills in a safe setting

As the engineer learns the Tech Stack, applying it in a safe, experimental Lab environment is critical – both in terms of coding or any physical hardware work. Sample code and Labs provided to support learning.

Embed the skills in the real world

With the support of an expert coach/ coding buddy / AI Assistant, the engineer applies the newly acquired skills to real world tasks. The tasks and level of supervision changes as the engineer becomes more proficient in the skill.

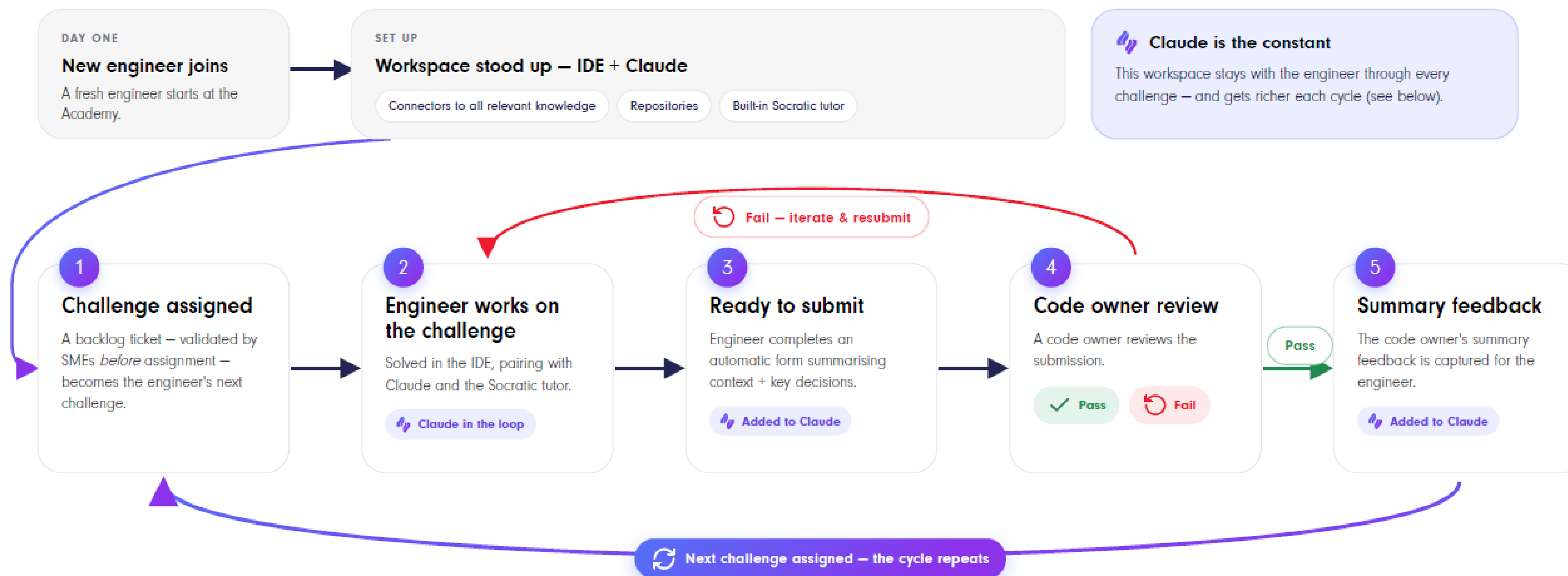
Certification and Graduation

Final validation exercise to mark successful completion of the Academy and to signal the engineers readiness to deploy this skill set in Deltatre – if the Academy is working correctly this will feed into the evidence that this approach is working – we are solving the current challenges

The **learn-whilst-doing** engineer journey

From day one, new engineers learn by doing — pairing with Claude on real, SME-validated tickets and looping through the cycle until they pass the graduation challenge.

ONBOARDING - ONCE



THE COMPOUNDING ENGINE

Claude **learns every cycle**

Context + decisions

Captured by the auto form at submit (stage 3).

+

Code owner feedback

Review summary fed back in (stage 5).

→

The engineer's Claude grows

Each ticket sharpens the connected knowledge and the Socratic tutor for the next challenge.



EXIT CONDITION

Repeat until the **graduation challenge** is passed

Challenges scale in difficulty with each loop. The engineer keeps cycling through assign → work → submit → review until they complete the graduation challenge and qualify as a fully ramped Vesper engineer.

Critical Behavioural Skills

Communication & Customer Focus

- Client-facing storytelling
- Composure under pressure
- Technical pitching
- Cross-cultural communication



"Customer service - if you are a lead front end or backend... the most senior engineer on each team has a sudo-leadership role with customer facing interactions - comms skills, diplomacy" –Sadia

Leadership & Mentorship

- Coaching & developing people
- Knowledge transfer
- Creating psychological safety
- Cross-Team Collaboration



"Highest performing Engineering Managers - where we've seen coaching and nurturing you get a higher performing team (happier and want to move to the next project together)" –Amy

Problem Solving Mindset

- Solution-oriented mindset
- Ownership & accountability
- Quality-first culture
- Cost Awareness
- Rapid context switching



"Having a solution-oriented mindset, not being defensive when you are hit with a problem, admitting your mistake - it's a team problem that should be fixed by the team" –Sadia

Performing under Pressure

- Live Event Execution
- Deadline Management
- Decision making
- Resilience
- Resource optimisation



"We need people to work well under pressure, result driven... when you run live a match that lasts for 2 hours you work under pressure and you need a lot of experience" –Vincenzo

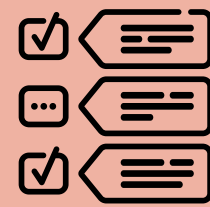
Business and Critical Thinking

- End-to-end system understanding
- Architecture Design
- Estimation & planning
- Process improvement
- Technology evaluation



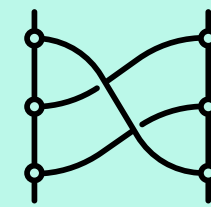
"More technology and service end to end view - how systems work together - we are lacking this capability" –JA

Best Practices



Formal 30-60-90 Day Onboarding

Andy's recommendation for structured integration of new team members



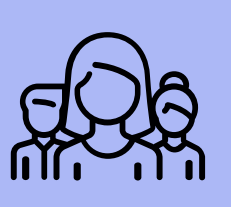
Cross-product Training Programs

Nevena's active implementation of knowledge sharing across product lines



Internal Role Application Process

Review process for internal mobility mentioned by multiple leaders



Scaling Learning Communities

Nevena's successful model of practice-specific communities of excellence

Browse Roles > Software Engineer Level 2

Software Engineer Level 2

33% Match

Target Role

Overview

Skills Comparison

Recommendations

Recommended content

Application Testing with Azure DevOps and Visual...

eLearning • 1-2 hrs

Application testing is one of those tasks that was traditionally done manually, bu...

Bookmark

Mastering the Charts Framework in SwiftUI 4 &...

eLearning • 2-4 hrs

Apple unveiled a brand-new data visualization framework called Charts Framework at th...

Bookmark

TED Talks

eLearning • 10-20 mins

TED Talks (2016) is the definitive guide to delivering a killer public speech. These blinks cover...

Bookmark

ISTQB Foundation Certificate V4 - Introduction

eLearning • 5-10 mins

Verify your testing skills with this essential accreditation!The ISTQB® Certified Tester...

Bookmark

Software Engineer Level 2

33% Match

Target Role

Overview

Skills Comparison

Recommendations

Comparison: my rating vs role level

Essentials skills

AlphabeticalSkill GapsStrengths

Architecture Design	Own rating: 1, Required level: 2, Requirement met: No
Effective communication	Own rating: 3, Required level: 3, Requirement met: Yes
iOS	Own rating: 2, Required level: 2, Requirement met: No
Quality decision making	Own rating: 3, Required level: 3, Requirement met: Yes
Secure Coding	Own rating: 2, Required level: 2, Requirement met: No

Own ratingRequired levelRequirement met

12Last »

Gap analysis: my rating vs role level

AlphabeticalSkill GapsStrengths

My ratingRequired level

Roles

Explore roles that suit your expertise

My Roles

Search

What role would you like to find?

Search

Role Groupings : View All

Skills : View All

Sort By: Sort A to Z

20% Match

Software Engineer Level 1

→

33% Match

Software Engineer Level 2

→

Browse Roles > Software Engineer Level 2

Software Engineer Level 2

33% Match

Target Role

Overview

Skills Comparison

Recommendations

Description

Reliable Contributor

A Level 2 Software Engineer independently delivers features from breakdown to deployment. They write clean, testable code and contribute effectively to team velocity without constant oversight.

Key Responsibilities

Technical:

Proficient in primary technology stack. Writes comprehensive tests. Understands deployment pipelines. Beginning to participate in code reviews as reviewer.

Client/Business:

Can explain technical decisions to non-technical stakeholders. Understands project timelines and cost implications of technical choices.

Career Journeys

Software Engineer Level 2

Software Engineer Level 1