

How Do You “Grow” In Your Career?

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Engineering and Quality Leader

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This framework is shared on the **Build Your Edge**  podcast episode:

www.buildyouredge.org/community/podcasts/episodes/career-growth-through-impact-not-checklists





OKR



Impact →





**Growth
Frame-
works**



**Often
Gamed**

**Destabilized
Triangulation**
(compared against peers)

**Checklist for
Extrinsic
Rewards**

Impact Growth Frame- work



**Related To
Impact**

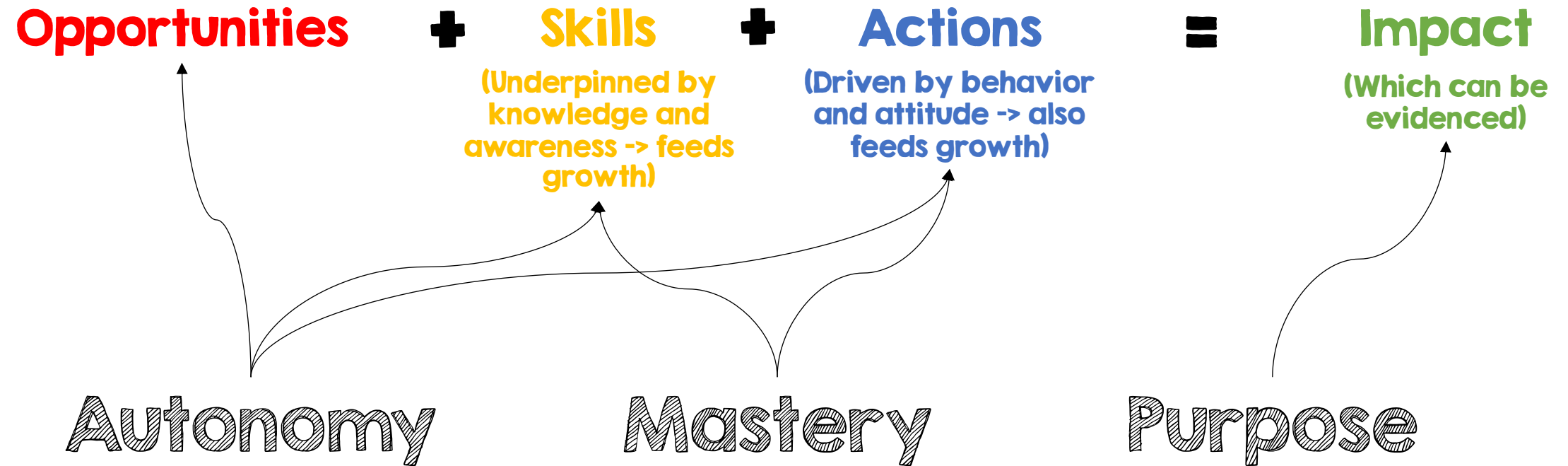
**Intrinsic Motivation
Through Seeing Value**

**Bloom's
Taxonomy**

Skills Mapping

**Stabilized Triangulation
(Through Feedback)**

The Formula for Making an Impact



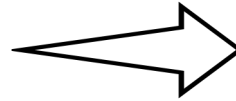
Proactive Impact Planning

vs

Reactive Impact Reflection

Proactive Impact Planning

What impact do I want to make?
What opportunities do I have?
What skills do I need to use?
What actions and behavior would help me?



**STRATEGY
& ACTIONS**

Opportunities

+

Skills

(Underpinned by
knowledge and
awareness -> feeds
growth)

+

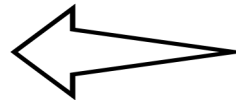
Actions

(Driven by behavior
and attitude -> also
feeds growth)

=

Impact

(which can be
evidenced)



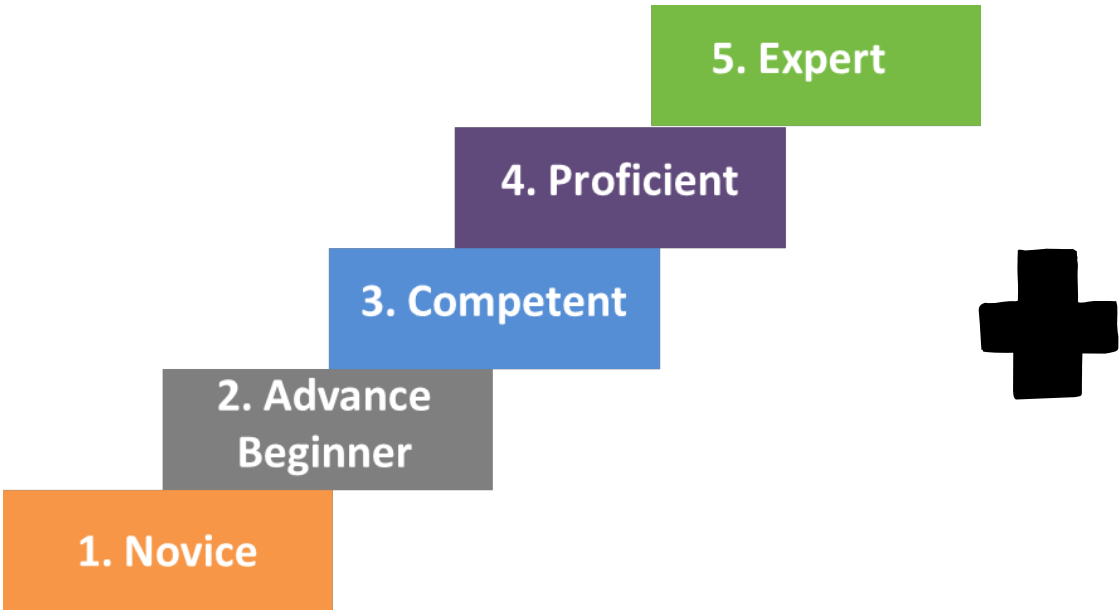
Reactive Impact Reflection

What opportunities did I take? (and what was my role?)
What skills did I use? (and at what level?)
What actions did I take (and behaviorally, how did I act?)

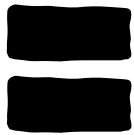
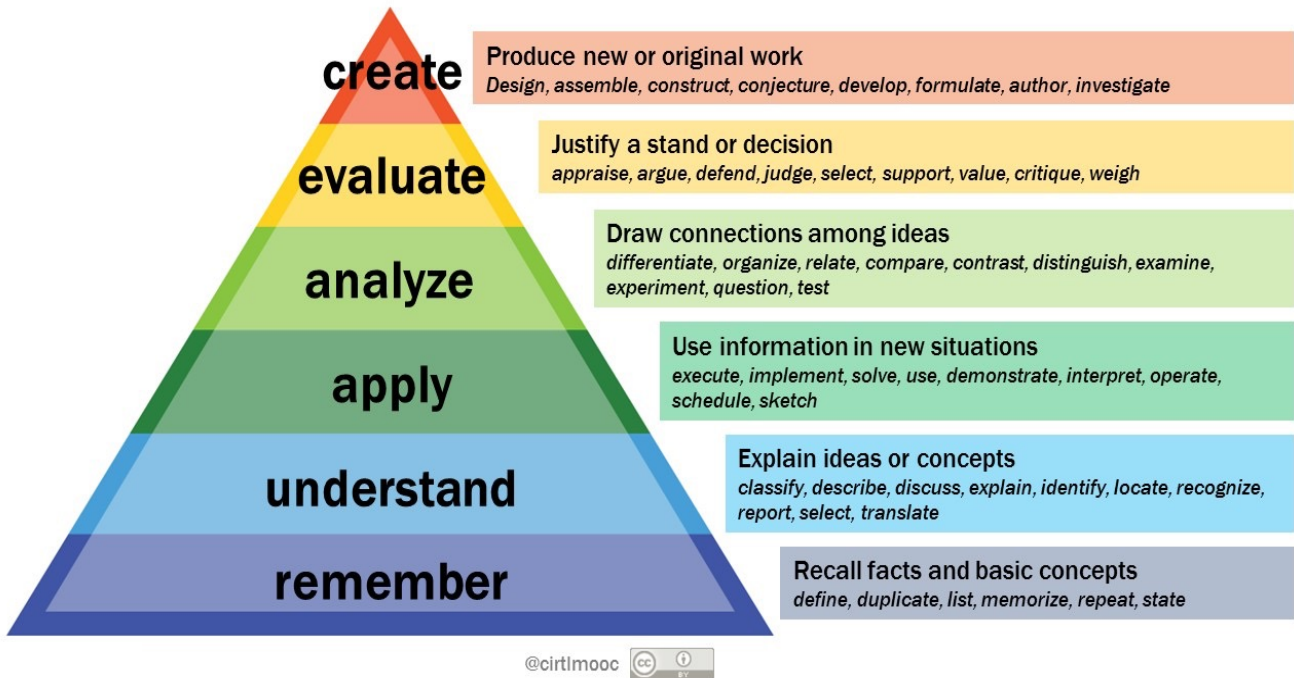
EVIDENCE

The Growth Framework Part

Dreyfus Model of Skill Acquisition



Bloom's Taxonomy of Learning



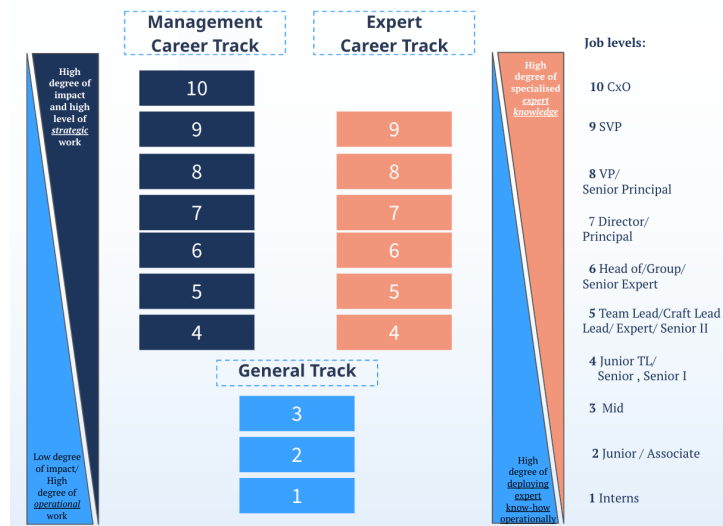
Slightly Refactored Mastery Levels

Remember =	Awareness & Appreciation
Understand =	Communicate & Exemplify
Grow =	Guided Execution
Practice =	Independent Execution & Knowledge Sharing
Organise =	Proactive Mentorship / Coaching & Team Influence
Evangelise =	Thought Leadership, improvement & Organisational Influence

Mastery Levels

Remember =	Awareness & Appreciation
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Across role levels



Across craft and leadership competencies



Craft Skills, Tech Skills, Domain Skills, Leadership Skills, etc...

GROWTH FRAMEWORK FOR ENGINEERS

Mastery Levels:								
Remember =	Awareness & Appreciation							
Understand =	Communicate & Exemplify							
Grow =	Guided Execution							
Practice =	Independent Execution & Knowledge Sharing							
Organise =	Proactive Mentorship / Coaching & Team Influence							
Evangelise =	Thought Leadership, improvement & Organisational Influence							
		L2	L3	L4	L5	L6	L7	L8
		Junior SD Engineer	SD Engineer	Senior SD Engineer	Expert SD Engineer	Senior Expert SD Engineer	Principal SD Engineer	Senior Principal SD Engineer
Craft Competencies (and skills)	Mindset (Knowledge sharing, Collaboration across teams and groups, Documentation, Quality decision making, Code quality, etc.)	Remember	Grow	Practice	Organise	Organise	Evangelise	Evangelise
	Craft skills (Programming practises, Code quality, Testing, Enterprise products, Agile, Risk analysis, Release documentation, etc.)	Grow	Practice	Organise	Organise	Organise	Evangelise	Evangelise
	Tech skills (Spring, Problem Analysis, Prioritisation, Diagrams, Monitoring & Observability, Validation, React)	Grow	Practice	Organise	Organise	Evangelise	Evangelise	Evangelise
	Domain skills (Spring Security, OAuth2, FHIR, EPIC, Security)	Understand	Grow	Practice	Organise	Organise	Evangelise	Evangelise
	System skills (Architecture, Heuristics, Oracles, Infrastructure with different scale, etc)	Understand	Grow	Organise	Organise	Organise	Evangelise	Evangelise
	Strategy skills (Release strategy, features, project scope (in and out of scope), tech strategy,)	Remember	Grow	Practice	Organise	Organise	Evangelise	Evangelise
	Compliance skills (Compliance reports, CRFs and release docs, Documenting processes, Documenting solutions, Quality dashboards, Keeping up to date, etc.)	Remember	Understand	Grow ??	Practice	Organise	Evangelise	Evangelise
Personal & Leadership Competencies	LC1 - Collaboration	Understand	Grow	Grow	Practice	Practice	Organise	Evangelise
	LC2 - Communication	Understand	Grow	Grow	Practice	Organise	Organise	Evangelise
	LC3 - Change Agent	Understand	Understand	Grow	Grow	Practice	Practice	Organise
	LC4 - Leading Self & Leading Others	Grow	Grow	Practice	Organise	Organise	Organise	Evangelise
	LC5 - Strategic, Operational & Agile	Understand	Grow	Grow	Practice	Practice	Organise	Organise
	LC6 - Decision Making	Understand	Grow	Grow	Practice	Practice	Organise	Organise
	LC7 - Entrepreneurship	Understand	Grow	Grow	Practice	Practice	Organise	Organise
	LC8 - Drives Results	Grow	Grow	Practice	Practice	Organise	Organise	Evangelise

Bold = Relevant COMPETENCIES for the role
(Brackets) = Contextual SKILLS relevant to the specific team or craft

GROWTH FRAMEWORK FOR QES



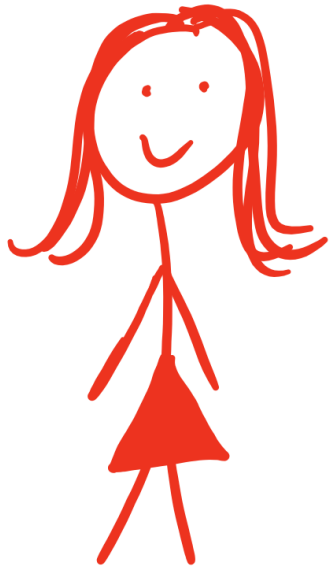
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Practice =	Independent Execution & Knowledge Sharing							
Organise =	Proactive Mentorship / Coaching & Team Influence							
Evangelise =	Thought Leadership, improvement & Organisational Influence							
		L2	L3	L4	L5	L6	L7	L8
		Junior QE	QE	Senior QE	Expert QE	Senior Expert QE	Principle QE	Senior Principle QE
Craft Competencies (and skills)	Mindset (Knowledge and understanding of testing and quality, awareness of misconceptions, etc)	Remember	Understand	Practice	Organise	Organise	Evangelise	Evangelise
	Craft skills (Exploratory testing, Scripted testing, Testing notes, Risk Storming, Test Chartering, Test Cases, Heuristics & Oracles, etc)	Grow	Practice	Organise	Organise	Evangelise	Evangelise	Evangelise
	Tech skills (Tooling, Testing at different layers, System level testing, Thinking skills, Investigating technical risks, Coding / automation, etc)	Understand	Grow	Organise	Organise	Evangelise	Evangelise	Evangelise
	Communicating Testing (Test reporting, Bug logging, Showing your work, presenting on testing and quality, Dashboards, etc)	Understand	Grow	Organise	Organise	Evangelise	Evangelise	Evangelise
	Domain skills (MedTech, Health Assessments, Medical Device, AI (ANI), Mobile, etc)	Remember	Understand	Grow	Practice	Practice	Organise	Evangelise
	System skills (Structure, Function, Data, Platform, Interfaces, Operations, Time, etc)	Remember	Grow	Organise	Organise	Evangelise	Evangelise	Evangelise
	Strategy skills (Risk based testing, Continuous testing, Testing approaches, Test reporting, Environment strategies, etc)	Remember	Grow	Practice	Organise	Organise	Evangelise	Evangelise
	Compliance skills (Testing evidence, Compliance reports, Quality dashboards, Documenting processes, etc)	Remember	Grow	Practice	Practice	Organise	Organise	Evangelise
Personal & Leadership Competencies	LC1 - Collaboration	Understand	Grow	Grow	Practice	Practice	Organise	Evangelise
	LC2 - Communication	Understand	Grow	Grow	Practice	Organise	Organise	Evangelise
	LC3 - Change Agent	Understand	Understand	Grow	Grow	Practice	Practice	Organise
	LC4 - Leading Self & Leading Others	Grow	Grow	Practice	Organise	Organise	Organise	Evangelise
	LC5 - Strategic, Operational & Agile	Understand	Grow	Grow	Practice	Practice	Organise	Organise
	LC6 - Decision Making	Understand	Grow	Grow	Practice	Practice	Organise	Organise
	LC7 - Entrepreneurship	Understand	Grow	Grow	Practice	Practice	Organise	Organise
	LC8 - Drives Results	Grow	Grow	Practice	Practice	Organise	Organise	Evangelise

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		L2	L3	L4	L5	L6	L7	L8
		Junior DevOps Engineer	DevOps Engineer	Senior DevOps Engineer	Expert DevOps Engineer	Snr Expert DevOps Engineer	Principle DevOps Engineer	Snr Principle Devops Engineer
Craft Competencies (and skills)	Mindset (Knowledge sharing, Collaboration with Engineers, Documentation, etc.)	Remember	Understand	Practice	Organise	Organise	Evangelise	Evangelise
	Craft skills (Multi-cloud knowledge, Infra as code, Service Deployment, Security Assessment, Risk Assessment, CICD, On-call, etc.)	Grow	Practice	Organise	Organise	Evangelise	Evangelise	Evangelise
	Tech skills (Tooling, Kubernetes, Helm & Helmfile, Thinking Skills, Investigating technical risks, Coding / Automation, Terraform, Jenkins, etc.)	Grow	Practice	Organise	Organise	Evangelise	Evangelise	Evangelise
	Domain skills (CICD, Versioning, MedTech, Health Assessments, Medical Device, AI, Cloud, Tenant structure, Operation model, etc.)	Remember	Understand	Grow	Practice	Practice	Organise	Evangelise
	System skills (Structure, Function, Data, Platform, Interfaces, Operations Time, Processess, Customisation/shared libraries, etc.)	Understand	Practice	Organise	Organise	Evangelise	Evangelise	Evangelise
	Strategy skills (Deployment strategies, Environment strategies, Automation strategies, OKRs & KPIs, etc.)	Remember	Grow	Practice	Organise	Organise	Evangelise	Evangelise
	Compliance skills (Compliance reports, Documenting processes, Documenting solutions, Quality dashboards, etc.)	Remember	Understand	Practice	Practice	Organise	Organise	Evangelise
Personal & Leadership Competencies	LC1 - Collaboration	Understand	Grow	Grow	Practice	Practice	Organise	Evangelise
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	LC6 - Decision Making	Understand	Grow	Grow	Practice	Practice	Organise	Organise
	LC7 - Entrepreneurship	Understand	Grow	Grow	Practice	Practice	Organise	Organise
	LC8 - Drives Results	Grow	Grow	Practice	Practice	Organise	Organise	Evangelise

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Evangalise =	Thought Leadership, improvement & Organisational Influence							

Etc...

Skills Mapping



TINA is a **TESTER**...

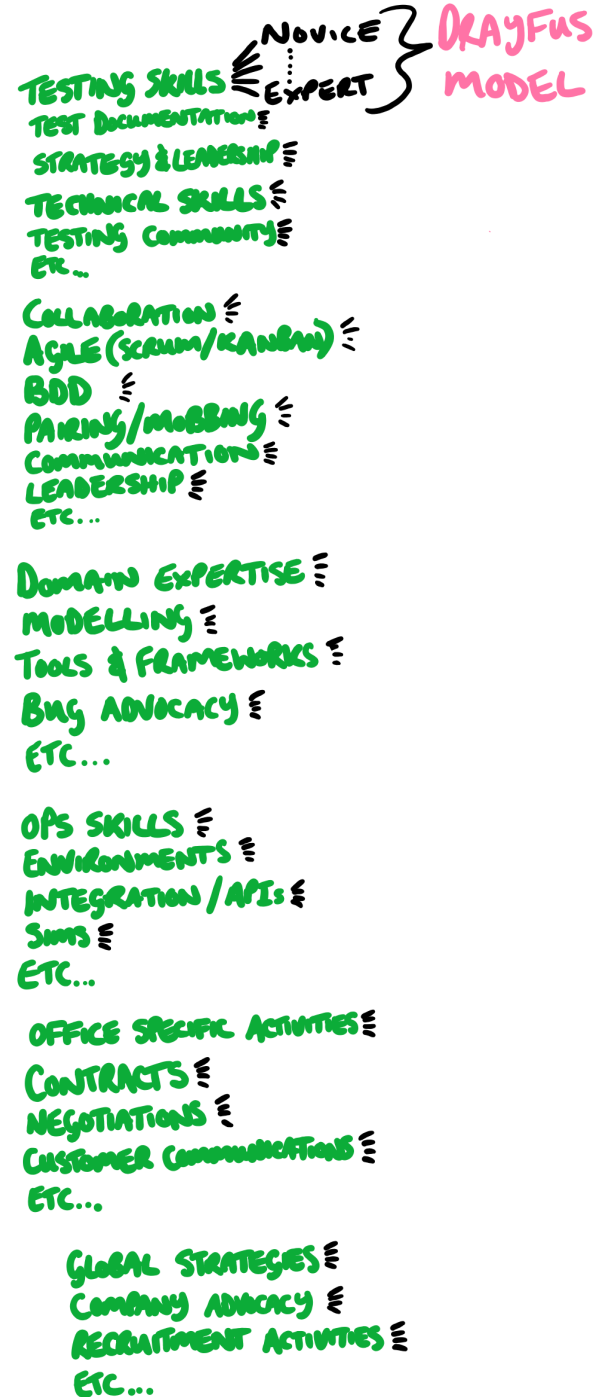
... In a **TEAM**...

... ON a **PRODUCT**...

... ON a **PLATFORM**...

... IN a **DEPARTMENT**...

... IN THE **ORGANISATION**



(Based on the competencies / skill groups from the growth framework tables)

SKILLS MAPPING



Skill group	Description	Your Skill Level (1-6)
Servant Leadership / Leadership as a Host	Enabling team members to grow and solve their own problems. Being there to support them and motivate them. Finding them opportunities to make an impact. Leading from the back through trust. Utilising 1:1s and team spaces to help everyone to grow confidence in strategizing and getting tactical with solving problems and making an impact. Helping everyone show their work.	
Coaching / Mentoring / Teaching	Understanding the differences between teaching, coaching, and mentoring, and strategically blending the use of all three to support and grow people.	
Communication	Understanding and utilising different communication methods (verbal, textual, visual, modelling, body, language, etc), and understanding and utilising the range of directive and non-directive language to communicate more effectively. Not just striving for transparency, but for the understanding behind what's being made transparent. Helping people to show their work and showing your own work. Using and promoting active listening.	
Influence	Understanding and utilising different influence techniques to drive change for good. Being able to teach and coach the teams on different influence techniques to enable them to make a bigger impact.	
Strategy, tactics and problem solving	Being involved strategically and tactically in elements of the various projects, products, and initiatives. Supporting and helping the teams in removing blockers and solving their problems.	
Career Growth	Helping people grow their knowledge, skills and experience, in turn growing their impact and career trajectory.	
Skills Mapping	Supporting people in creating a visual representation of their skills and skill gaps, and helping to structure their corresponding learning pathways.	
Conflict Resolution	Facilitating (informally or formally) the resolution between two or more parties to find a peaceful solution to the dispute / conflict.	
Empathy & Morale	The ability to understand and share the feelings of others. Using this as a core principle in leading people.	
Evolution	Pushing boundaries and evolving our processes, mindsets, strategies to the next level at an industry scale.	

L3	L4	L5
QE	Senior QE	Expert QE
Understand	Practice	Organise
Practice	Organise	Organise
Grow	Organise	Organise
Grow	Organise	Organise
Understand	Grow	Practice
Grow	Organise	Organise
Grow	Practice	Organise
Grow	Practice	Practice
Grow	Grow	Practice
Grow	Grow	Practice
Understand	Grow	Grow
Grow	Practice	Organise
Grow	Grow	Practice
Grow	Grow	Practice
Grow	Grow	Practice
Grow	Practice	Practice

L5	L6	L7	
Manager	Snr Manager / Head	Director	
Practice	Practice	Organise	
Practice	Organise	Organise	
Grow	Organise	Organise	
Grow	Organise	Organise	
Practice	Organise	Organise	
Grow	Practice	Organise	
Grow	Practice	Practice	
Grow	Practice	Practice	
Grow	Practice	Practice	
Grow	Practice	Practice	
Grow	Grow	Practice	
Practice	Organise	Organise	
Grow	Practice	Practice	
Grow	Practice	Practice	
Grow	Practice	Practice	
Practice	Practice	Organise	

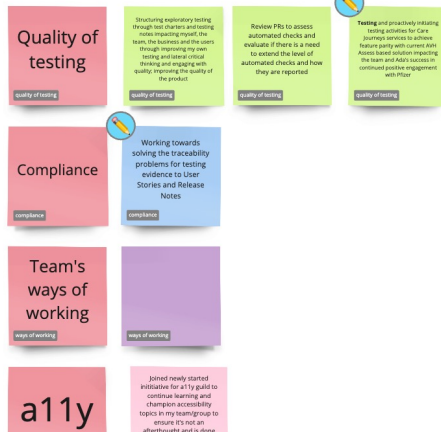
Proactively Planning Impact

PLANNED IMPACT TOPICS

Template Format:

Verb, Action, Who, Impact or ACTION for WHO to IMPACT

Impact specifically relating your role



PLANNED IMPACT TOPICS

Template Format:

or

ACTION for WHO to IMPACT



PLANNED IMPACT TOPICS

Template Format:

Verb, Who, Action, Impact or ACTION for WHO to IMPACT

Impact specifically relating your role



Template Format:

[IMPACT] on
[WHO]
through doing
[ACTION]

or

Doing
[ACTION]
impacting
[WHO] in
[WHAT WAY]

Key:

Primary
(Role)
Topics

Related
Primary
Sub Topics
/ Details

Secondary
(Initiative)
Topics

Related
Secondary
Sub topics /
Details

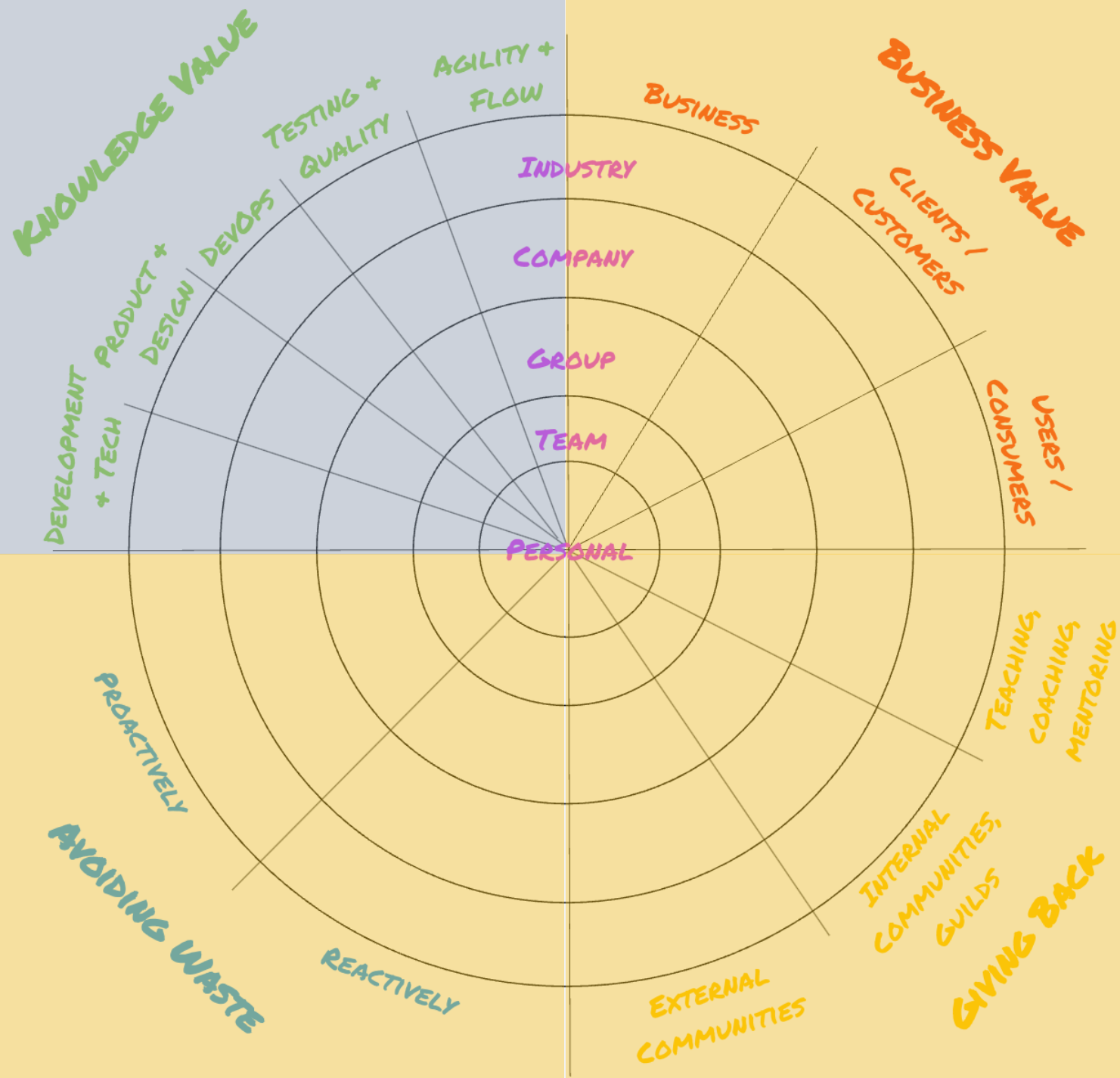
Actively
working
on

Want to /
Should be
working on

Completed
topics

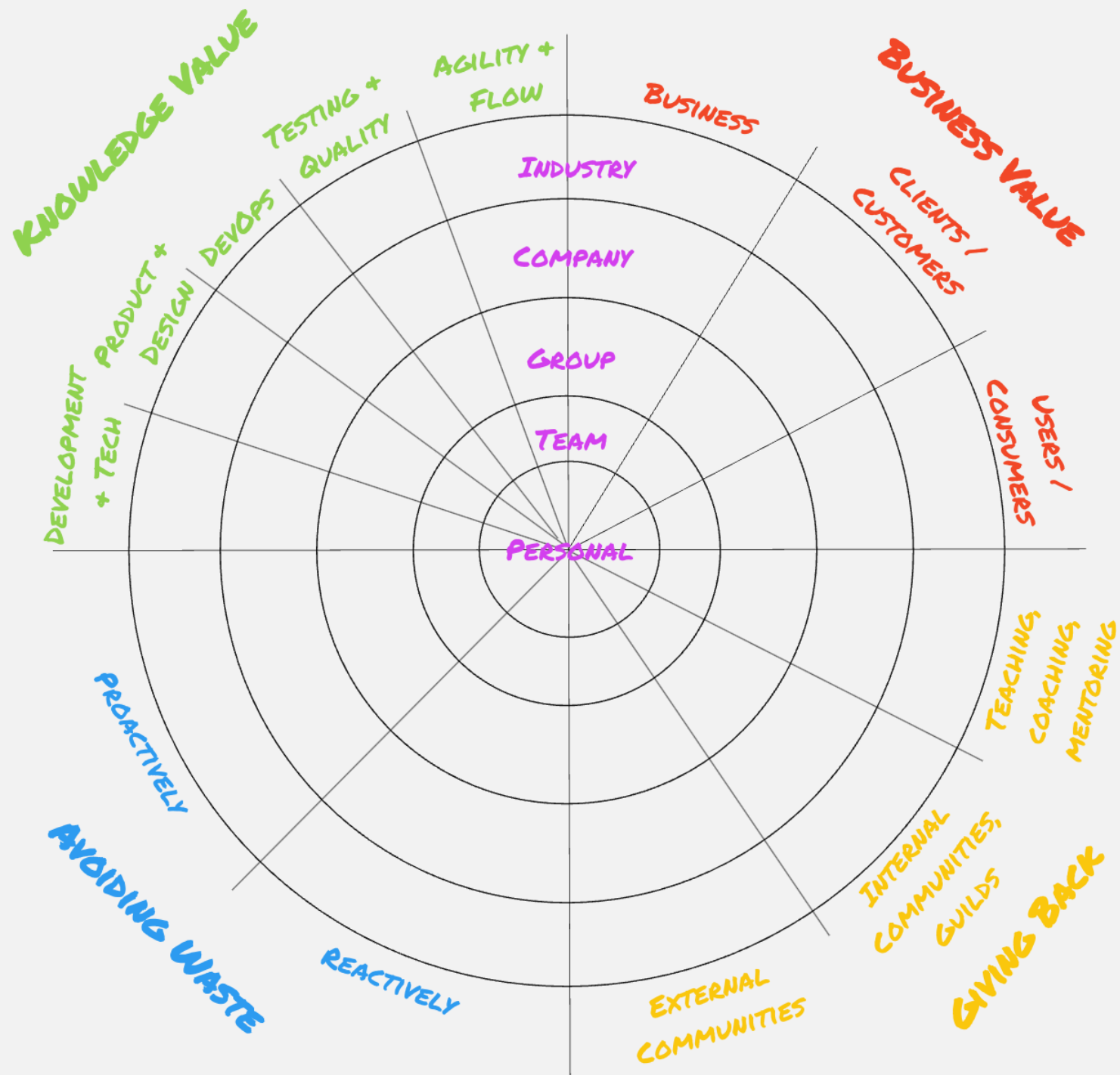
Mapping Impact Visibly

The Knowledge Value quadrant is contextual to different crafts or functions

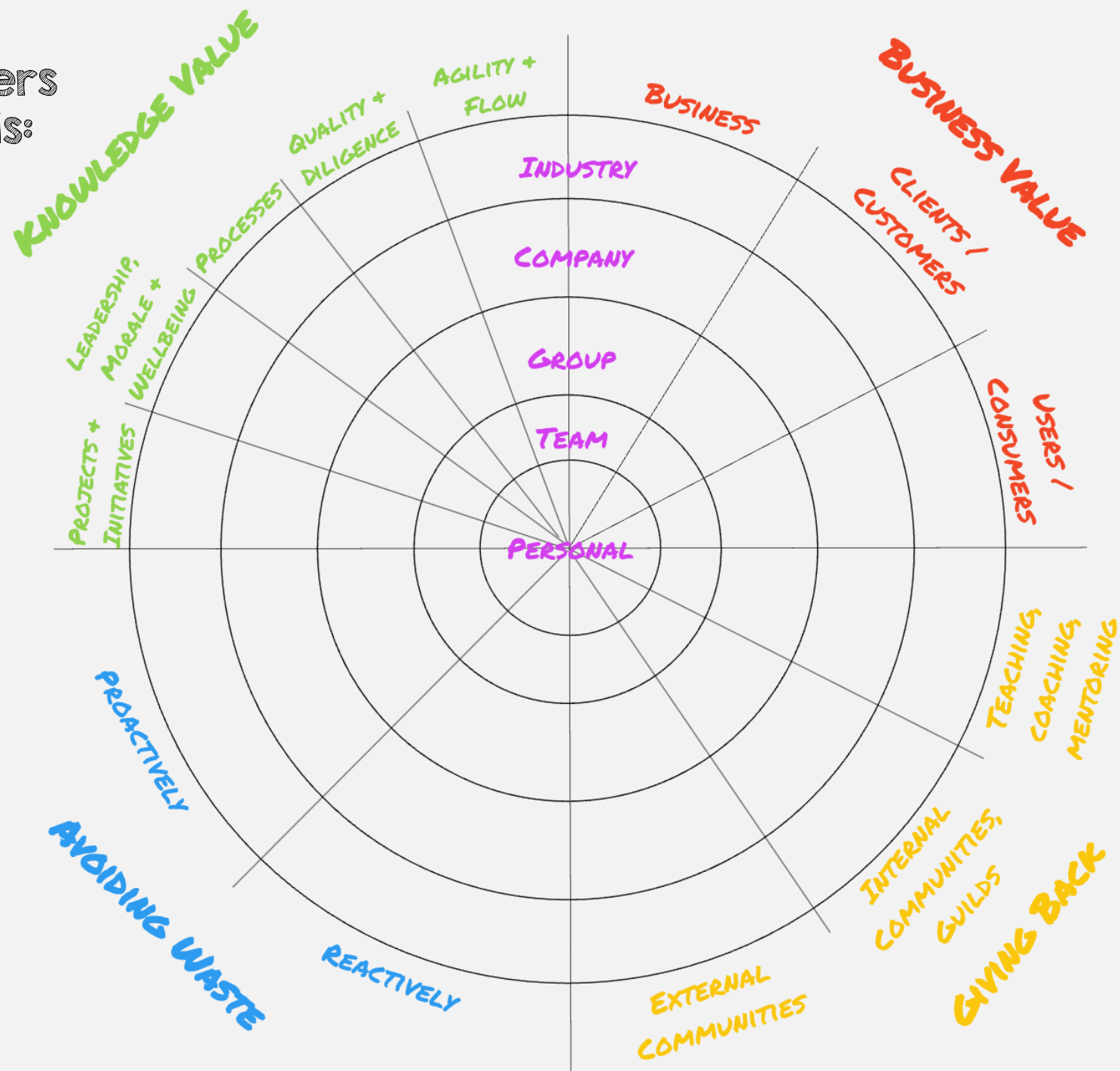


These quadrants tend to remain consistent across different crafts or functions

E.g.
Engineers + QEs
might look like
this:



E.g.
Managers + Leaders
might look like this:



Evidencing Your Impact

**(and relating it back to the growth
framework and skills map)**

EVIDENCE OF COMPLETED IMPACT

Impact	Competencies / Skills used	Role (instigator/ owner/ collaborator)	Who was impacted, or collaborated? (to target feedback)	Scale of the Impact (in the model)	Links to supporting evidence & notes

Completed impact
post-its are moved
here (one per row)

EVIDENCE OF COMPLETED IMPACT

Impact	Competencies / Skills used	Role (instigator/ owner/ collaborator)	Who was impacted, or collaborated? (to target feedback)	Scale of the Impact (in the model)	Links to supporting evidence & notes

The competencies and skills used (from the “Growth framework” part) are mentioned here

This helps show traceability between the skills used, and the mastery level applied in making the impact

EVIDENCE OF COMPLETED IMPACT

Impact	Competencies / Skills used	Role (instigator/ owner/ collaborator)	Who was impacted, or collaborated? (to target feedback)	Scale of the Impact (in the model)	Links to supporting evidence & notes

The individual's role in the impact topic – Instigator, Owner, or Collaborator.

EVIDENCE OF COMPLETED IMPACT

Impact	Competencies / Skills used	Role (instigator/ owner/ collaborator)	Who was impacted, or collaborated? (to target feedback)	Scale of the Impact (in the model)	Links to supporting evidence & notes

The people who were impacted or who collaborated in making the impact.

These are the people to target getting feedback from – particularly feedback directly about the IMPACT.

EVIDENCE OF COMPLETED IMPACT

Impact	Competencies / Skills used	Role (instigator/ owner/ collaborator)	Who was impacted, or collaborated? (to target feedback)	Scale of the Impact (in the model)	Links to supporting evidence & notes

This is the level of impact as indicated on the model (i.e. personal, team, group, company, industry level)

EVIDENCE OF COMPLETED IMPACT

Impact	Competencies / Skills used	Role (instigator/ owner/ collaborator)	Who was impacted, or collaborated? (to target feedback)	Scale of the Impact (in the model)	Links to supporting evidence & notes

This is where we capture any links to tangible evidence of the work and subsequent impact. It can be links to feedback, links to dashboards showing an increase in various metrics caused from the impact, or links to codebases, Confluence pages, Jira tickets, etc...

EVIDENCE OF COMPLETED IMPACT

Impact	Competencies / Skills used	Role (instigator/ owner/ collaborator)	Who was impacted, or collaborated? (to target feedback)	Scale of the Impact (in the model)	Links to supporting evidence & notes

Targeting Feedback

1st Order Feedback = Feedback on the individual

E.g. "Liz is great! I love working with Liz"

Nice dopamine kick, but not particularly actionable...

2nd Order Feedback = Feedback on the tasks

E.g. "The task that John did was good"

Not much of a dopamine kick, and not particularly actionable

3rd Order Feedback = Feedback on the impact

E.g. "Amanda impacted me personally through the work she completed in streamlining that process then teaching us about it"

Not just a dopamine kick ("you impacted me") AND a direct understanding of value generation - a deeper sense of purpose from the work completed.

ENCE OF COMPLETED IMPACT

	Competencies / Skills used in making the impact	My role (instigator / owner / collaborator)	Who was impacted, or collaborated? (to target feedback)	Scale of the impact, and further details of the impact made	Notes and links to supporting evidence
It's a more efficient way to use a more task and shift the individual after loading	- Mindset - Collaboration - Communication - Strategic, Operational & Agile - Decision Making - Drives Results	- Owner - Instigator - Collaborator	- Dan Ashby: Discussed the idea with in the first place - Team Connect: Impacted: Used the implemented workflow - Maren Iani: Collaborated with to get initial feedback on proposal - Christina Davidian: Collaborated with to implement - Sohel Jahnpour: Collaborated with to communicate needed changes in Jira	Fostering collaboration and healthier mindset around testing and when testing happens. The aim was to visually remove the idea that testing happens after code has been merged. In addition it aims to get people to communicate directly instead of relying on teammates to just look at Jira status without interactions amongst themselves. The new workflow also aims to indicate that tickets that haven't been refined and accepted as meeting team's Definition of Ready should not be in the sprint. - Gathered information about possible Jira workflow proposals - Evaluated options and put together a proposal - Check with Engineering Manager and Agile Coach for feedback - Collaborated with Jira Admin to initiate implementation of needed changes After the implementation direct communication over the readiness of tickets increased.	Proposed and implemented workflow: https://jira.com/app/download/1081307258882/moveToWidget-3458754531699302588&col=14
allows to see and share this, structure, information of other module and clarify if any Connect is	- Mindset - Tech skills - Communicating Testing - Collaboration - Communication - Change Agent - Leading Self & Leading Others - Decision Making - Drives Results	- Owner - Collaborator - Instigator	- Team Connect - Release Managers (Vitaly and Tanvi)	Starting point: Connect releases and deploys to production mostly independently. Release notes are often missing some of the Jira tickets that are part of the deployed code and the release notes are often prepped after the deployment has occurred. In addition there is little attention paid to updating Jira ticket descriptions to match what ended up being implemented. Most tickets are of type Task and often missing links to other relevant tickets. Driving efforts to make sure that Connect's releases are done in accordance with any Ada-wide requirements. Aiming to increase transparency of what and when gets deployed. Improving how the team uses Jira. - Gathering information from audit to gain understanding of the requirements - Working towards bridging gaps in how Connect and I personally work to be compliant (Jira tickets, testing documentation, releases) - Implemented Jira automation to add deviation automatically- this resulted in reduced manual effort in preparing the release and ensuring that all deployed code has corresponding tickets included in release notes - Working closely with release managers - Proactively considering release frequency and initiate conversations to meet good release cadence - Aligning with other teams when dependencies are recognised - Work with team to communicate gaps in our release process and reaching out to people when changes in behaviours are needed, e.g. updating Jira ticket descriptions in case originally planned implementation diverted	Feedback from Mobile QE Lisi
enabled the of what gets team's state of and increasing I aimed at a quality of d to clients	- Mindset - Tech skills - Communicating Testing - Domain skills - System skills - Strategy skills - Compliance skills - Collaboration - Communication - Drives Results	Owner	- Team Connect - Release compliance	- Testing notes are kept in a single shared and accessible folder in Confluence (instead of personal Confluence spaces or multiple folders) - Testing notes are linked to Jira tickets - Test Charters are used to highlight what gets tested and ensure testing is clearly visible in release notes - Testing notes are gathered in release documentation	- Testnote storage: https://adahealth.atlassian.net/wiki/spaces/ES/pages/10573022262/07924 - List of Charters created since starting to use the ticket type in Connect: https://adahealth.atlassian.net/jira/software/c/projects/NAV/issues/?jql=project%20%3D%20NAV%24%20AND%20type%20%3D%20%22Test%20Charter%22%20ORDER%20BY%20created%20DESC
is planning to approach to being more engineering that they can use to be more aware that I can provide just the critical information at the work required effort spent	- Mindset - Tech skills - System skills - Strategy skills - Collaboration - Communication - Change Agent - Leading Self & Leading Others - Strategic, Operational & Agile - Decision Making - Drives Results	- Instigator - Collaborator	Team Connect	- While pairing with Sunitha Krishnappa (QE in Assess) I noticed that there is a gap between what Assess has implemented and what Connect team has been planning to investigate and implement. There was a clear difference between the scopes. - Prevented the team from taking on a lot more complex work that would require way more time and effort to complete without adding any additional benefit as a result avoided waste of resources. - Ensured team works in an iterative approach and the easiest solution to meet the needs of today is picked.	- Initial spike that Connect started to investigate: https://adahealth.atlassian.net/browse/NAV-1824 - Resulting userstory downscaling form consuming data from a separate API to ensuring that the currently 4 possible onboarding factors will get supported: https://adahealth.atlassian.net/browse/NAV-1790
As I had had experience on how to get connectivity like with the mobile, that they all understand that they can also have some more with more	- Tech skills - System skills - Collaboration - Communication	Collaborator	EDT (Lita, Olena, Joao, Arthur, Trevor)	- Prepared handover materials documenting detailed steps of how Connect has been doing deployments on INT and PROD - this ensures EDT has reference notes with detailed descriptions available without needing to take notes themselves and possibly missing important details in the steps. This was also used as a collaborative document to answer any followup questions raised after the initial knowledge sharing session - I ran a knowledge sharing session in which I walked EDT through the steps using the prepared document. It was done while also demonstrating the deployment on INT - Supported the team on a call while they were doing the deployments for the first time to make sure any immediate questions can get answered and deployments are done as expected - Always prioritised answering any questions and uncertainties to unblock the team and make sure handing over deployments is done as smoothly as possible and that EDT has confidence in how to perform the tasks	Connect deployment process: https://adahealth.atlassian.net/wiki/spaces/ES/pages/10573021908/50395
ing from the next Admin actions as a of Connect software and how to keep Ada's to clients	- Mindset - Craft skills - Strategy skills - Collaboration - Communication - Leading Self & Leading Others	- Collaborator - Instigator	People inside team Connect and outside who need to use Connect Admin: - Maren Iani - Jojo Proenca - Olena Goncharenko - Sophia Whang - Aranya Jagtap - Naser Hassani	Demoing Connect and Connect Admin features and explaining how to use it to other Ada employees who need to use the software. Answering questions, prepping reference materials and making sure to be clear, informative and helpful. - Answer questions in #ask-connect - Onboard new team members or other Ada employees who need understanding of Connect/Connect Admin - Schedule time to demo the software when - Answer questions when people reach out to me directly - Prepare reference materials in Confluence - Proactively help solving problems related to Connect/Connect Admin - Recognised the cause for Novartis PROD issue, communicated how to fix it in Connect Admin and assisted with making the needed changes to fix the wrong formatting of Service URLs	- Documenting how to retrieve info about what gets passed into connect by seeing everything Assess sends and also seeing matching criteria Connect uses from that info: https://adahealth.atlassian.net/wiki/spaces/ES/pages/10573022014/58513 - Details to add when raising issue in Connect: https://adahealth.atlassian.net/wiki/spaces/ES/pages/10573022169/33383 - Summary of Connect URLs to share with new team members and other relevant parties: https://adahealth.atlassian.net/wiki/spaces/-/712848548/pages/1057302203730624 - Novartis PROD issue: https://adahealth.slack.com/archives/C01G14R9VBNC/p1668769578312319

FEEDBACK ON COMPLETED IMPACT



Jun 29, 2022

Rita currently exceeds all expectation pushing connect from implementation process and guiding us in the right direction it would be remiss of me not to early bug detection prior to release.

I enjoy working with rita and look forward

Collaboration



Change Agent



Leading Self & Others

she's been a driving force in ensuring requirements for release. I personally one on one with her where she dem jira.



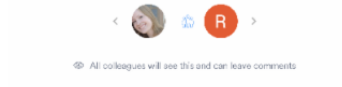
Drives Results

She's definitely been a good driver in played in driving connect v1.18 to release reducing quality of tests) so as not to



Communication

She is an effective communicator, and become more confident both in her c within the team



Jul 5, 2022

Thank you for raising our awareness on the needed Connect release before the mobile app 3.18.0 could go live, and for making it happen on short notice together with your team. You really helped us out in a tight situation! I much appreciated our pair testing sessions as well, you helped me gain a lot more context on the Connect integration in mobile and it was a joyful learning experience!



Praise from Sophia



All colleagues will see this and can leave comments

Oct 15, 2022

Your patience, attention to detail, and optimism are not only appreciated but contagious. Thank you for your willingness to always jump in and help with anything Connect-related, and for always being incredibly kind in doing so. It's a pleasure working with you!!



Lists of completed impact topics	Competencies / Skills used in making the impact	My role (designer/ owner/ evaluator/ supporter)	Who was impacted, or collaborator? (the target feedback)	Scale of the impact	Notes and links to supporting evidence
					Health Service Research: Researcher's Role in Health Service Research https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/ The Impact of the Project: A Case Study https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/
					Health Service Research: Researcher's Role in Health Service Research https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/ The Impact of the Project: A Case Study https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/
					Health Service Research: Researcher's Role in Health Service Research https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/ The Impact of the Project: A Case Study https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/
					Health Service Research: Researcher's Role in Health Service Research https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/ The Impact of the Project: A Case Study https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/
					Health Service Research: Researcher's Role in Health Service Research https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/ The Impact of the Project: A Case Study https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/
					Health Service Research: Researcher's Role in Health Service Research https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/ The Impact of the Project: A Case Study https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/
					Health Service Research: Researcher's Role in Health Service Research https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/ The Impact of the Project: A Case Study https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/
					Health Service Research: Researcher's Role in Health Service Research https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/ The Impact of the Project: A Case Study https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/
					Health Service Research: Researcher's Role in Health Service Research https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/ The Impact of the Project: A Case Study https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/
					Health Service Research: Researcher's Role in Health Service Research https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/ The Impact of the Project: A Case Study https://www.healthservicejournal.com/healthservicejournal/2017/12/14/health-service-researcher-s-role-in-health-service-research/

The image displays a collection of digital feedback forms and surveys, illustrating various methods for gathering user input. The forms are presented as a collage, with some overlapping. A central graphic features several yellow speech bubbles, each containing a different icon (a person, a document, a checkmark, etc.), symbolizing the collection and processing of feedback.

Feedback from Markis

Markis, 2022

Hi Markis, we're looking for your feedback on our new product. We want to know what you think about it and how we can improve it. Please take a few minutes to fill out this survey. Your feedback is very important to us.

Feedback from Sasha

Sasha, 2022

Hi Sasha, we're looking for your feedback on our new product. We want to know what you think about it and how we can improve it. Please take a few minutes to fill out this survey. Your feedback is very important to us.

Feedback from Tomasz

Tomasz, 2022

Hi Tomasz, we're looking for your feedback on our new product. We want to know what you think about it and how we can improve it. Please take a few minutes to fill out this survey. Your feedback is very important to us.

Feedback from Anirudh Singh

Anirudh Singh, 2022

Hi Anirudh, we're looking for your feedback on our new product. We want to know what you think about it and how we can improve it. Please take a few minutes to fill out this survey. Your feedback is very important to us.

Feedback from Lorenzo Caporaso

Lorenzo Caporaso, 2022

Hi Lorenzo, we're looking for your feedback on our new product. We want to know what you think about it and how we can improve it. Please take a few minutes to fill out this survey. Your feedback is very important to us.

Feedback from Sushila Kothiyal

Sushila Kothiyal, 2022

Hi Sushila, we're looking for your feedback on our new product. We want to know what you think about it and how we can improve it. Please take a few minutes to fill out this survey. Your feedback is very important to us.

➤ #stagenewest

Over the past week, we have been running training sessions for CUM students in preparation of the ESSPAC study which has been scheduled to start at the end of the month. Many tutors have been working on this, but it's been quite a long 'to go', and although it has been a great experience, lots of CUMs are in the house, in a fairly 'topping and tailing' mood, so not more excited 😊😊😊 (this study is more 'iteration' for Aids than it is for HIV, so more of a 'try and fail' strategy which doesn't mean iteration, but the value of Aids, as you read more about the study here.

[Research in International Studies details and details](#) are for those officers destined to perform this study expected and implemented to measure and support the 'to go' for their support.

[Special thanks to @stagenewest](#) for leading the clinical studies which prepare the house and clinical for covering a possible final to the end of the study.

[@stagenewest](#) and [@stagenewest](#) for the ground [@stagenewest](#) for the support in their training and support.

[@stagenewest](#) and [@stagenewest](#) for the support in their training and support.

[@stagenewest](#) and [@stagenewest](#) for the support in their training and support.

➤ Message Aids general

[illegible]

Feedback from Gangakhari

Please fill in the following details to help us improve our service

General Information

Name:

Email:

Phone Number:

Address:

Feedback

Overall Rating:

Comments:

Suggestions

Suggestions for Improvement:

Contact Us

Email Address:

Phone Number:

Some Real Examples of People's Impact Boards

[illegible][illegible]

Impact specifically relating your role

- Quality of teaching**
 - I have been able to help my students to achieve their goals and to develop their skills.
 - I have been able to help my students to develop their confidence and self-esteem.
 - I have been able to help my students to develop their communication skills.
 - I have been able to help my students to develop their problem-solving skills.
- Compliance**
 - I have been able to help my students to understand the importance of following the rules.
 - I have been able to help my students to understand the importance of being honest.
 - I have been able to help my students to understand the importance of being respectful.
 - I have been able to help my students to understand the importance of being responsible.
- Team's ways of working**
 - I have been able to help my students to work together effectively.
 - I have been able to help my students to develop their teamwork skills.
 - I have been able to help my students to develop their communication skills.
 - I have been able to help my students to develop their problem-solving skills.
- a11y**
 - I have been able to help my students to understand the importance of accessibility.
 - I have been able to help my students to understand the importance of being inclusive.
 - I have been able to help my students to understand the importance of being respectful.
 - I have been able to help my students to understand the importance of being responsible.

Other

- Supporting my students to develop their skills**
 - I have been able to help my students to develop their communication skills.
 - I have been able to help my students to develop their problem-solving skills.
 - I have been able to help my students to develop their teamwork skills.
 - I have been able to help my students to develop their self-esteem.
- Supporting my students to develop their confidence**
 - I have been able to help my students to develop their confidence in their own abilities.
 - I have been able to help my students to develop their confidence in their own judgment.
 - I have been able to help my students to develop their confidence in their own decision-making.
 - I have been able to help my students to develop their confidence in their own leadership.
- Supporting my students to develop their communication skills**
 - I have been able to help my students to develop their communication skills in a variety of contexts.
 - I have been able to help my students to develop their communication skills in a variety of ways.
 - I have been able to help my students to develop their communication skills in a variety of ways.
 - I have been able to help my students to develop their communication skills in a variety of ways.

Impact relating to other initiatives around the org you are involved in

- Sustainable impact of working**
 - I have been able to help my students to understand the importance of sustainability.
 - I have been able to help my students to understand the importance of being environmentally friendly.
 - I have been able to help my students to understand the importance of being socially responsible.
 - I have been able to help my students to understand the importance of being economically responsible.
- Supporting my students to develop their skills**
 - I have been able to help my students to develop their communication skills.
 - I have been able to help my students to develop their problem-solving skills.
 - I have been able to help my students to develop their teamwork skills.
 - I have been able to help my students to develop their self-esteem.
- Supporting my students to develop their confidence**
 - I have been able to help my students to develop their confidence in their own abilities.
 - I have been able to help my students to develop their confidence in their own judgment.
 - I have been able to help my students to develop their confidence in their own decision-making.
 - I have been able to help my students to develop their confidence in their own leadership.

[illegible][illegible]

Real Value From Using This Framework

Intrinsic motivation - *morale is high*

Extrinsic rewards - *there's no debate*

3rd order feedback - *focused on impact*

Showing your work - *transparency FTW*

Getting strategic about “growth”

Thank you!

Dan Ashby

Engineering and Quality Leader

LinkedIn:

