

Organization and  
employee development

# Bornfight seniority — positions, advancements and expectations

A simple positioning guide that will allow you to define the exact level you're currently at, what is expected from you and what you should do in order to advance.

00

# Welcome to Bornfight!

Bornfight develops advanced software and digital products, mobile applications and websites - our goal is to always create the best possible solutions for our clients. We also want to ensure that all our employees feel fulfilled and satisfied at work, and that they work together with the people who are among the best in their fields. One of the key elements to achieving this is transparency in every aspect - especially when it comes to professional development and advancement.

**That is why we wrote this document - so that you, along with all of our back-end developers, front-end developers, mobile developers, designers, project managers, business developers, HR, finance and marketing specialists, can see exactly what your professional development will look like, what is expected of you in each of the positions and what you can expect from other people you work with.**

## You will notice that key values of our company are deeply incorporated and spread across content within this document:

- 1 PASSION
- 2 PROGRESS
- 3 DETERMINATION

**PASSION** means we love technology, learning and knowledge sharing, and that we can and we want to understand both the technical and the business side of every project we work on.

**PROGRESS** means that we set challenging goals because they encourage us to evolve, and if someone says that a problem can't be solved, it is an additional incentive for us to succeed.

**DETERMINATION** means that teamwork, togetherness and commitment to the projects we work on are what pushes us forward and what enables us to solve every challenge.

**This is the mindset that best describes our people and it's also the key pillar of Bornfight - this is how we approach projects, this is how we work on developing all members of this company, and this is how we build our teams.**



If you want to learn even more about the culture we build at Bornfight and the projects we work on, as well as the skills and virtues of our people, visit the [WORK](#), [CULTURE](#) and [CAREERS](#) pages on our web site. That's where you'll find all the details.

**OK, let's get to the main part!**

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01

# What will we achieve with this guide

**This seniority guide allows us to be completely transparent when it comes to setting clear career and development paths for each person at Bornfight. Also, with this guide we'll all be able to match the expectations we have from each other - Bornfight from employees, employees from Bornfight and team members from other team members.**

A clear and simple definition of expectations by positions and seniority (Junior, Middle, Senior..) will enable everyone to position themselves in relation to what's expected from them at Bornfight, and to find out what they should do in order to advance to a higher level.

There's a number of complex competency systems that are used for achieving the goal stated above, but we want to make that much simpler and completely change the process. We want to give everyone the opportunity to define their level of knowledge and experience without needing to know and understand how competencies are set and defined.

**System stated in this guide is primarily focused on the results of the work, and not on how many specific actions need to be done... in order to get to the next level.**



02

# What will you get out of this guide

Through a process of re-evaluation which will be carried out twice a year, we'll ensure a greater level of transparency when it comes to professional development of employees - this system will standardize the criteria for advancement between all teams and departments.

## **BENEFITS FOR TEAM MEMBERS**

With a minimal effort and in just a few minutes, you'll be able to pinpoint the exact position and level you're currently at within this seniority matrix - you'll see what's expected from you and what you should do to advance to a higher level or position.

## **BENEFITS FOR TEAM LEADS AND HEADS OF DEPARTMENTS**

You will be able to easily position the people you lead and use the information you have gathered to define (with the members of your team or department) accurate plans for their careers and professional development.

03

# Explaining the system

In this guide, each job, regardless of the department, is described through Junior, Middle, and Senior positions, and is then additionally divided into 3 levels - depending on the amount and the complexity of responsibilities placed in front of the individual at each of the levels.

**These responsibilities are further explained through a system that consists of 4 categories:**

**Task****Project****Process****Result**

**We use these 4 categories because every job can be fairly easily described through them, and because they also simultaneously show how every new level increases the person's contribution to the overall success of the entire organization.**



If you look at the cheat sheet in section 4, you will see how specific responsibilities of individual seniority levels are connected to each of these 4 categories. For example, in lower Junior positions, you get tasks that are more defined - and as you move to higher levels and positions, you begin to slowly take responsibilities tied to parts of or entire projects. You also begin defining tasks for others, and you start focusing on more complex aspects of the job.

**As you progress through the seniority levels outlined in this guide, your primary focus shifts from the task category to the result category, because it is expected that you have been able to set up the whole system so well that simpler responsibilities can be easily taken over and handled by younger members of the team.**



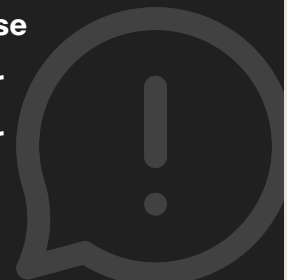


04

# How can you define your position

In the cheat sheet on the following pages, you will see brief descriptions for each position and each seniority level - categorized by the task/project/process/result system. Each cell has a description of the responsibilities and expectations, so start from the beginning, analyze each of the cells, and then determine whether you meet the criteria or not.

**The highest level for which you meet the criteria in all four of these categories is your realistic position. Analyze it with your superior to define the next steps and use it to structure a detailed plan for your professional development.**



**If you see that, in addition to meeting the criteria of your current level, you also meet some criteria of a higher position or level, make sure to talk with your superior about it.**

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# Cheat sheet

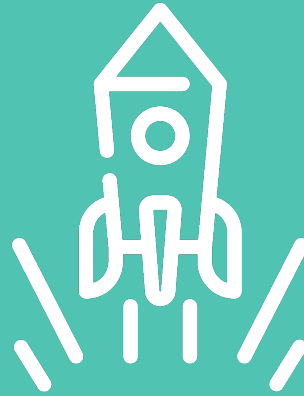
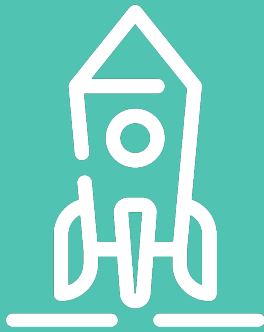
This table shows the most important aspects of each position and it will allow you to find your real position in a couple of minutes.

**You can find more info about different positions and levels in sections 5, 6, 7 and 8.**

	Junior lvl 1	Junior lvl 2	Junior lvl 3
TASK	Tasks you get and the process you follow are defined by a team member on a Middle or a higher position.	On a task level, you have independence and you can complete tasks according to a defined goal. Solutions you present are checked by a more experienced person.	You can define how long will it take you to complete a particular task (you give correct estimates in a majority of cases).
PROJECT	You're not responsible for the final success of the project.	You propose ideas for improving the project you are working on. You have no responsibility for the final success of the project.	You're responsible for larger sections within a project or for a smaller project as a whole. You have been given co-responsibility for the project with a person who is a Middle or higher.
PROCESS	You're getting familiar with processes necessary to perform a task.	You understand the processes in your department and what everyone is doing. You respect the defined work process, and you are not actively making mistakes.	You are able to do things that aren't within the scope of a defined process, because you understand that not everything will always be fully defined.
RESULT	You perform tasks meticulously and according to defined instructions.	You don't make mistakes when it comes to following a process and you're responsible that the process is being followed correctly.	You complete whole project sections/small projects even if the process is not fully defined. You complete them within the estimate you defined.

	Middle lvl 1	Middle lvl 2	Middle lvl 3
TASK	You define the tasks within the project yourself. You know the tools and techniques in which they should be done, and you don't encounter any obstacles in regards to that (unless there are some edge cases). You impress with your solutions and are able to do more than promised.	The team is certain that you can solve every task that you get. You can be fully relied upon and no one questions whether you can do something or not. You know how to cover edge cases, and if something is out of your domain, you can write a task specification for a domain expert.	When it comes to doing a particular job, completing tasks and using tools, you are often the most experienced, skilled, and fastest person in the team.
PROJECT	You can work on a project on your own - you don't need others to define what and how you should work.	You have a proven track record of successfully completing projects you work on. You start working on projects that are not a core part of your work (organizing meetups, conferences, internal and external workshops).	When you say that you will deliver something for an internal or an external project by a certain deadline, nothing can prevent you from doing it. You can clear all internal and external obstacles that stand in your way.
PROCESS	In addition to your team's processes, you also understand the processes of other departments. You recognize if something is not following the process and you notify Team Leads to correct it (you suggest how it should be done). You can mentor others because you know what needs to be done and how.	You create and improve processes (steps/tools) for yourself, and you prove that they work on your projects. You suggest that your upgrades should be implemented for within the entire department.	You get the approval to implement your processes across the entire department (after you tested them and proved they work).
RESULT	You are responsible for the final result and the success of the projects, not just the way it was done.	You complete projects while improving the process (which you introduced yourself) at the same time. All with the aim of increasing the efficiency and the quality of the end solution and results.	You complete projects and accomplish set goals on your own - regardless of the obstacles you stumble upon. Processes you create make your entire department more successful.

	Senior lvl 1	Senior lvl 2	Senior lvl 3
TASK	You define tasks for other people on the project. You do not spend your time working on tasks that can be performed by someone less experienced.	You solve what no one else has been able to solve - edge cases that even a Middle Level 3 has failed to solve.	Everything that hasn't been done, everything that's not clearly defined, everything that's not done well - it's up to you.
PROJECT	You have the ability to anticipate almost any problem that might arise while working on a project, and you structurally prevent it. You take all the necessary actions to ensure that project results and goals are achieved as planned.	You participate in strategic plannings and work on activities and projects of other departments that affect the achievement of a larger goal - sales, negotiations, head-hunting, changing complex internal processes that involve multiple departments...	Your quality, skills, capabilities and vision are the best your department can accomplish on any project. Not only do you complete a project according to a defined specification, you turn all your knowledge and experience into project's success.
PROCESS	You autonomously develop and implement procedures and processes within a team or a department.	You introduce processes that connect multiple departments. You have a vision of what processes should be implemented to increase our quality and efficiency (relative to the market).	All procedural failures and anything left undefined comes to you - it's your task to resolve them immediately and to introduce structural improvements that will prevent this from happening.
RESULT	You are responsible for the successful completion of the project you are participating in - within the defined deadline (your estimate) and the required level of quality.	You are directly involved in the achievement of Bornfight's KPIs (which are handled by the Head of Department).	You are responsible for the final success of the project - your goal is not only to finish the project according to the specification, but to add a little extra to make sure it becomes a success.



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# Junior positions

You are our long-term investment, and we expect from you to quickly reach the middle position.

You are expected to work according to set guidelines, follow the processes, use available tools, make as few errors as possible and continually receive feedback on your work. You are not expected to be ultimately responsible for the final result without the support of a more experienced team member.

## Your goal

To learn, develop skills and gain knowledge about Bornfight's processes, so that you could quickly become a Middle.



## Key characteristics:

- 1 Ability to receive feedback - both positive and negative
- 2 Commitment and energy
- 3 Great desire for learning and advancing

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**Years of experience don't matter if you meet all of the criteria - you and your persistence have complete control over that. The position you'll take primarily depends on the responsibilities (listed in the cheat sheet) that you meet.**



# JUNIOR LEVEL 1

## Learner

Most of the time, you are still a student, so this position in other companies is often called an internship. It does not require any prior knowledge of our industry processes and practices - it is enough to have some theoretical knowledge and a strong desire to learn quickly and to learn a lot.

## General overview of this level

TASK	PROJECT	PROCESS	RESULT
Tasks you get and the process you follow are defined by a team member on a Middle or a higher position.	You're not responsible for the final success of the project.	You're getting familiar with all of the processes necessary to perform a task.	You perform tasks meticulously and according to defined instructions.

## Responsibilities and expectations

- 1 You absorb the knowledge - how team works, how to act during meetings, how to use specific tools, what are the basic processes...
- 2 You complete the tasks you receive according to set instructions and within the agreed time frame
- 3 You don't underestimate simple tasks
- 4 After completing a task, you ask about its purpose and the bigger picture
- 5 You know how to receive both positive and negative feedback - you don't get offended, but learn from them
- 6 You are not responsible for the final result of the project, but only for completing the task according to the instructions and within the allotted time frame
- 7 If you can't finish your task within the allotted time, you'll notify others as soon as possible
- 8 If you get stuck anywhere, you'll always ask for help

## Key aspects of this position

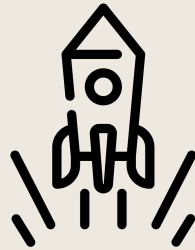
- 1 Onboarding for this position usually lasts up to a month
- 2 Every task you get will be specified in detail by a more experienced person
- 3 There will be no baptisms by fire - you will work on simpler tasks and gradually evolve
- 4 You will go through the process and solution of each task with a more experienced person

### Pro tip

As a Junior, you will be assigned a mentor. whose role is to show you how something is done and how processes work. Stick to them - it's your responsibility to get the most out of your mentor.







# JUNIOR LEVEL 2

## Beginner+

You now have a theoretical knowledge about the industry you're working in and its processes. Additionally, you are familiar with all of the processes related to the job you're doing and the tools that are used to perform specific tasks.

### General overview of this level

TASK	PROJECT	PROCESS	RESULT
On a task level, you have independence and you can complete tasks according to a defined goal. Solutions you present are checked by a more experienced person.	You propose ideas for improving the project you are working on. You have no responsibility for the final success of the project.	You understand the processes in your department and what everyone is doing. You respect the defined work process, and you are not actively making mistakes.	You don't make mistakes when it comes to following a process and you're responsible that the process is being followed correctly.

## Responsibilities and expectations

- 1 You work independently on tasks and you strive to achieve their goals
- 2 While working on a task, you're proactive and you suggest possible improvements
- 3 You approach the tasks meticulously and responsibly
- 4 You don't make mistakes if a task is very clear about what needs to be done
- 5 Before implementing them, you doublecheck your ideas and suggestions with a person that defined the task
- 6 You're very familiar with all the tools that are used on projects

## Key aspects of this position

- 1 You quickly and independently improve your knowledge base
- 2 You're proactive when it comes to professional growth and you're not afraid to test your limits

### Pro tip

Invest some of your time in your own growth - try to learn more about different aspects that are connected to your field of work.





# JUNIOR LEVEL 3

## Experienced

You've seen some action - your experience level is growing rapidly and you already have several successful projects behind you. You made mistakes, you learned from them and you can predict what you'll need to in order to successfully complete your tasks.

## General overview of this level

TASK	PROJECT	PROCESS	RESULT
You can define how long will it take you to complete a particular task (you give correct estimates in a majority of cases).	You're responsible for larger sections within a project or for a smaller project as a whole. You have been given co-responsibility for the project with a person who is a Middle or higher.	You are able to do things that aren't within the scope of a defined process, because you understand that not everything will always be fully defined.	You complete whole project sections/small projects even if the process is not fully defined. You complete them within the estimate you defined.

## Responsibilities and expectations

- 1 You take responsibility over larger sections of a project or a smaller project as a whole
- 2 You can accurately estimate how long will it take you to complete a task
- 3 When it comes to following a process, you don't repeat or make structural errors
- 4 As soon as you notice an issue or a challenge on a project, you inform the project manager or your superior
- 5 You can handle a project even if all situations aren't fully defined by the process

## Key aspects of this position

- 1 Your solutions go through a review, but the procedure you took isn't (it's expected that you know exactly how something needs to be done)
- 2 Inaccurate estimates can hurt the speed of your professional progress
- 3 If you're really good at your work, this phase can be extremely short
- 4 As soon as you prove that you can work independently, you will quickly move up

### Pro tip

Don't expect that someone is going to make you a Middle (or any other position), and that you'll then start doing what a Middle is expected. You first have to show the initiative - you get the next position when you are already significantly acting according to it.





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# Middle positions

This is the moment when you begin to grasp just how little you actually know, and when you start thinking more realistically.

You are expected to start taking on larger parts of projects or even projects as a whole, and to be successful when it comes to building them towards their goals.

Through your work and knowledge, you can further upgrade projects and processes, which ultimately increases the quality and efficiency of all our teams and Bornfight as a whole.

## Your goal

To become fully independent in your work, as well as so skilled and knowledgeable, so that you can take responsibility for the final output of the projects you're working on.

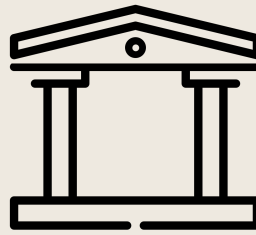


## Key characteristics:

- 1 Consistency, speed and quality when it comes to work you do
- 2 Complete trust in your skills and abilities by others
- 3 Proactivity when it comes to proposing and implementing new processes

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**When you're a Junior, you often look at the work of Middles and think that's the absolute top of the world - like the work of Seniors. Now that you're a Middle, you really start putting everything into perspective.**



# MIDDLE LEVEL 1

## The grown-up

You are fully independent when it comes to your work and no one needs to hold your hand anymore. You have the ability to make big decisions about how you will accomplish your tasks and you also take full responsibility for the way they are done.

### General overview of this level

TASK	PROJECT	PROCESS	RESULT
You define the tasks within the project yourself. You know the tools and techniques in which they should be done, and you don't encounter any obstacles in regards to that (unless there are some edge cases). You impress with your solutions and are able to do more than promised.	You can work on a project on your own. You don't need others to define what and how you should work.	In addition to your team's processes, you also understand the processes of other departments. You recognize if something is not following the process and you notify Team Leads to correct it (you suggest how it should be done). You can mentor others because you know what needs to be done and how.	You are responsible for the final result and the success of the projects, not just the way it was done.

## Responsibilities and expectations

- 1 In your work, you achieve set goals, but you also impress with the quality of your solutions
- 2 Fully on your own, you know how to reach the originally defined goal of a project
- 3 You can handle a project without needing constant help from a more experienced team member
- 4 You understand the processes and best practices of your department and other departments you work with
- 5 If a project or a process is missing an important element, you can recognize it and warn others about it
- 6 You point out the problems that occur and you come up with solutions for them

## Key aspects of this position

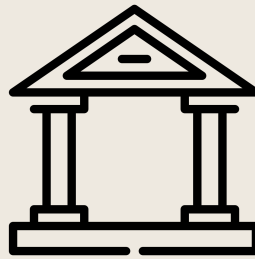
- 1 You understand the core meaning of the project - why, what and how it's done
- 2 Through your work, you are constantly achieving set goals and results
- 3 Goal and the expected result of the project are enough for you to start working on it
- 4 You understand the importance of team work on projects

### Pro tip

**On this position, you have the opportunity to become a mentor, and this is the first step towards getting a role of a team lead. It's up to you to be proactive and ask to be a mentor if you feel prepared - don't wait for someone else to make you a mentor.**







# MIDDLE LEVEL 2

## The go-to

You start realizing that everything you learned about your area of work is just a small part of everything you can learn. Your work gets rapidly better and everyone can count on you to solve almost any problem that comes your way. That's why you often get praise for your work - internally and externally.

### General overview of this level

TASK	PROJECT	PROCESS	RESULT
The team is certain that you can solve every task that you get. You can be fully relied upon and no one questions whether you can do something or not. You know how to cover edge cases, and if something is out of your domain, you can write a task specification for a domain expert.	You have a proven track record of successfully completing projects you work on. You start working on projects that are not a core part of your work (organizing meetups, conferences, internal and external workshops).	You create and improve processes (steps/tools) for yourself, and you prove that they work on your projects. You suggest that your upgrades should be implemented for within the entire department.	You complete projects while improving the process (which you introduced yourself) at the same time. All with the aim of increasing the efficiency and the quality of the end solution and results.

## Responsibilities and expectations

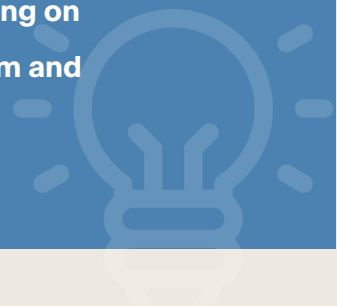
- 1 You create and upgrade processes, and you show that they work on your own projects
- 2 You defend your task and project solutions, both internally and externally
- 3 You take on projects that aren't always your core work (organizing meetups and workshops, holding presentations on colleges, speaking at conferences)
- 4 If needed, you'll join projects that are primarily spearheaded by another department
- 5 You pass Bornfight's values on other team members and people you work with
- 6 You know how to deal with project, task and process failure

## Key aspects of this position

- 1 When it comes to working on projects, you have a proven track record of success
- 2 Your team and the entire Bornfight fully trust that you'll be able to handle anything that's placed in front of you

### Pro tip

Once you reach the Middle level 2 position, you can start taking on additional responsibilities (according to the needs of the team and current projects), such as Team Lead positions.





# MIDDLE LEVEL 3

## The man

When it comes to working on projects, you understand every part of the process. You notice almost every structural error within a process (one defined and used by your team or any other team), you spearhead the efforts to solve it and you generally manage to resolve it.

### General overview of this level

TASK	PROJECT	PROCESS	RESULT
When it comes to doing a particular job, completing tasks and using tools, you are often the most experienced, skilled, and fastest person in the team.	When you say that you will deliver something for an internal or an external project by a certain deadline, nothing can prevent you from doing it. You can clear all internal and external obstacles that stand in your way.	You get the approval to implement your processes across the entire department (after you tested them and proved they work).	You complete projects and accomplish set goals on your own - regardless of the obstacles you stumble upon. Processes you create make your entire department more successful.

## Responsibilities and expectations

- 1 You upgrade processes, propose new ones, you test and you implement them
- 2 You proactively solve all obstacles that occur on the projects you work on
- 3 You're fully independent in your work on different projects

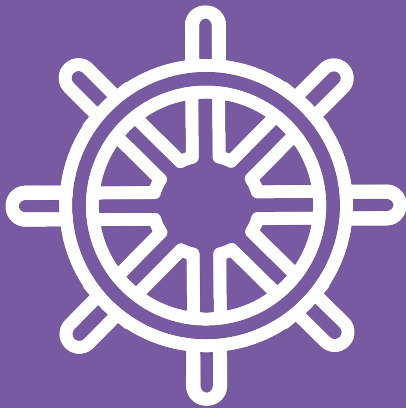
## Key aspects of this position

- 1 Operationally, you're the most experienced and skilled person who can work on a task
- 2 People in the team can be sure that your estimates are always correct

### Pro tip

After you have repeatedly achieved set goals, as well as results, and the quality of everything you do is top notch, you're a step from calling yourself a Senior - the most experienced person within the field you work in.





07

# Senior positions

You've done the things you do hundreds of times and you made a lot of mistakes on the way - and you learned on each of those mistakes.

Not only are you expected to understand exactly what and how the whole team is working, but you also need to understand the bigger picture that's surrounding the project you're working on, as well as the problems, issues and challenges it solves.

You are involved in all aspects of work and projects, and your abilities and capabilities are the absolute best that a particular department can achieve.

## Your goal

To make the **RIGHT DECISION** - one that will bring the maximum benefit to the business at the lowest possible cost.

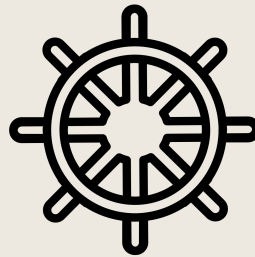


## Key characteristics:

- 1 You solve problems that nobody else can solve
- 2 You can predict potential problems and obstacles, and prevent them
- 3 You are directly involved in and responsible for successfully completing projects and achieving set goals

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**Seniors can identify moments where a few seemingly harmless errors can completely crash the entire system, and they stop that process before it's too late.**



# SENIOR LEVEL 1

## Interceptor

As a senior, you get a team to work with - you don't lead it as a team lead, but you work with members of that team to define what and how to work on a particular project or task. There is nothing you can't achieve within your own department - even if you don't have the necessary skills, you know who to hire to complete the task.

### General overview of this level

TASK	PROJECT	PROCESS	RESULT
You define tasks for other people on the project. You do not spend your time working on tasks that can be performed by someone less experienced.	You have the ability to anticipate almost any problem that might arise while working on a project, and you structurally prevent it. You take all the necessary actions to ensure that project results and goals are achieved as planned.	You autonomously develop and implement procedures and processes within a team or a department.	You are responsible for the successful completion of the project you are participating in - within the defined deadline (your estimate) and the required level of quality.

## Responsibilities and expectations

- 1 You predict problems and prevent them before they occur
- 2 For every situation that happens, you decide how it structurally needs to be solved
- 3 You define goals and KPIs for the people you give tasks to
- 4 You find solutions for internal and external obstacles, and you stand behind your decisions
- 5 You're a part of every necessary meeting, you present solutions and defend them, and you propose upgrades and new ideas
- 6 You stand behind everything that a team you give tasks to has created and you're responsible for the final result

## Key aspects of this position

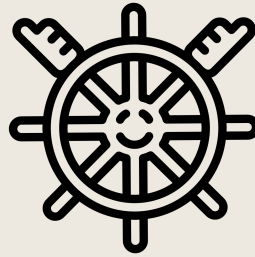
- 1 You fully understand the processes of other departments, as well as how clients you work with are functioning
- 2 You understand the bigger picture of the projects you're working on

### Pro tip

Your time is too valuable and your price is too high to work on tasks that you can specify and whose results you can predict. Use Juniors for those tasks - they'll grow much faster because you'll define their tasks and show them how they need to be done.







# SENIOR LEVEL 2

## Chaos master

You get the impression that you are surrounded by chaos every day, because you only deal with problems - you set up everything else perfectly, so now you need to handle only those things and edge cases that couldn't have been predicted and solved.

### General overview of this level

TASK	PROJECT	PROCESS	RESULT
You solve what no one else has been able to solve - edge cases that even a Middle level 3 has failed to solve.	You participate in strategic plannings and work on activities and projects of other departments that affect the achievement of a larger goal - sales, negotiations, head-hunting, changing complex internal processes that involve multiple departments...	You introduce processes that connect multiple departments. You have a vision of what processes should be implemented to increase our quality and efficiency (relative to the market).	You are directly involved in the achievement of Bornfight's KPIs (which are handled by the Head of Department).

## Responsibilities and expectations

- 1 You put the cherry on top of a project (related to the the work of your department)
- 2 You independently spearhead the implementation of internal changes
- 3 You take over large projects that are only briefly described (that only have set goals)
- 4 You independently suggest and plan internal projects, and organize their implementation

## Key aspects of this position

- 1 When a problem occurs, everyone will look to you for assistance
- 2 You're actively participating in annual strategic planning
- 3 Processes you implement upgrade the work of multiple departments
- 4 Your work directly affects Bornfight's greater goals

### Pro tip

Use Juniors and Middles of all levels on projects you're working on. Define their tasks and guide them through projects because they'll be able to grow much faster, and you'll be able to focus on more complex aspects of work.





# SENIOR LEVEL 3

## Alpha

This is the top level that comes after you gather a lot of experience, successfully complete a large number of projects and upgrade various types of processes. If there is something no one else can do or solve, you are the person everyone will be looking at to jump in.

### General overview of this level

TASK	PROJECT	PROCESS	RESULT
Everything that hasn't been done, everything that's not clearly defined, everything that's not done well - it's up to you.	Your quality, skills, capabilities and vision are the best your department can accomplish on any project. Not only do you complete a project according to a defined specification, you turn all your knowledge and experience into project's success.	All procedural failures and anything left undefined comes to you - it's your task to resolve them immediately and to introduce structural improvements that will prevent this from happening.	You are responsible for the final success of the project - your goal is not only to finish the project according to the specification, but to add a little extra to make sure it becomes a success.

## Responsibilities and expectations

- 1 You fully stand behind the solution created for the project you work on and its results
- 2 You have responsibility over every operational step on a project
- 3 You're responsible for every decision that's made on a specific project
- 4 Your work is directly connected to the final success of the project

## Key aspects of this position

- 1 You're working on things that no one else is able to solve
- 2 Project-wise, there's no one above you

### Pro tip

Keep working on your knowledge and skills as they directly impact the quality of our solutions and overall efficiency - you are the one who pushes the team forward with your work and your example.



08

# Additional responsibilities

**From Middle level 2, you can take on extra positions that will be viewed as an addition to your specialist responsibilities. Each of these additional positions comes with its own specific levels, responsibilities and expectations.**

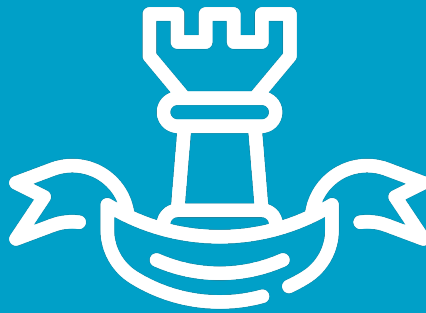
Taking on additional responsibilities means that you can be, for example, a Developer Middle level 3 and a Team Lead level 1. If you take on an additional position like that, your working hours will be allocated between these 2 sets of responsibilities.

**When it comes to salary, you will be paid in accordance with your level of contribution to each of the additional positions you assume.**

Additional responsibilities and positions may vary from team to team - depending primarily on the needs of Bornfight as a whole and the projects we are working on.

**One of the most common additional responsibilities you can take is the Team Lead position.**





08

# Team lead

Team lead is an additional responsibility that you get when you start leading at least one person.

## Your goal

Recruiting new people and conducting activities related to maximizing engagement, satisfaction, performance, development and education of all team members. Also, taking care of the structure, processes, services and promotion of the entire team.



## Key aspects of this position

- 1 You take care of your team members' professional advancements
- 2 You're responsible for handling the salaries of the people you're leading
- 3 You position members of your team based on this seniority guide
- 4 You solve logistical obstacles related to the work of your team
- 5 You solve conflicts with other team members
- 6 You provide corrective feedback

---

**The quality of team leads is measured by how quickly their teams advance and grow, as well as the quality those teams deliver when they work on projects.**



# TEAM LEAD LEVEL 1

## Happiness manager

On this position, you take on the responsibility of leading one or more people - the main expectation is that you and your team can handle all regular situations. Given that this is your first time in a Team Lead role, any conflicts, escalations or complex situations will be resolved by a Team Lead of a higher level or a Head of a department.



## Responsibilities and expectations

- 1 You work on motivation and team satisfaction
- 2 You conduct 1-on-1 meetings with team members
- 3 You ensure that your team has everything it needs to be able to do their jobs
- 4 You celebrate the success of individuals in the team, as well as the whole team
- 5 You recognize the special contribution of your team members
- 6 You take actions necessary to increase the satisfaction of your team members and the entire team

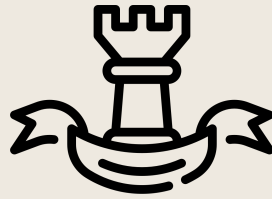
## Key aspects of this position

- 1 You realize that everyone has their ups and downs, and that not every day is ideal
- 2 You can tell if someone on the team is having a problem or if something is not going according to the way we want Bornfight as a whole to work

### Pro tip

**Your primary task is to make sure that your team is happy and engaged. If it isn't so, it is you who needs to find a solution - don't wait for someone else to solve that issue for you.**





# TEAM LEAD LEVEL 2

## OG team lead

You define job descriptions, find and hire people, you organize educations and work on development plans. As a Team Lead level 2, you have a plan for what the structure of the team will look like and how each member of the team should advance.

## Responsibilities and expectations

- 1 You ensure that new members are joining the team and that existing ones are retained
- 2 You negotiate salaries with your team members
- 3 You decide on how members of your team will advance and be promoted
- 4 You set and monitor performance criteria
- 5 You propose changes and improvements in the organizational structure of the team
- 6 You improve existing and develop new services within the team
- 7 You make sure that existing team processes are efficient and new ones are developed
- 8 You make decisions and take specific actions that increase the engagement and satisfaction of team members, and boost a positive work atmosphere, communication and collaboration

## Key aspects of this position

- 1 You have 3 or more members in your team - ideally up to 6
- 2 You have a clear vision of how the team should advance and grow

### Pro tip

Your task is to ensure that your team constantly grows - both in terms of team advancement (their process of knowledge and skill development is as fast and organized as possible) and quality (you can clearly define the standards you expect from the team).





# TEAM LEAD LEVEL 3

## Team lead of team leads

Your responsibilities are the same as the responsibilities of a Team lead level 2, but on a much larger scale. Within your team, you have people who are team leads to other people, so everything becomes more complex as you're working on processes that members of your team need to pass down to members of their own teams.

## Responsibilities and expectations

- 1 You define the structure and what your team will look like in the future
- 2 You make strategic decisions regarding the team's scaling options
- 3 You think about the long-term development of your team members
- 4 You determine what types of specialists to hire and when

## Key aspects of this position

- 1 You have a list of continuous successes when it comes to leading a team
- 2 You are leading other Team Leads

### Pro tip

As a team lead to of team leads, you have two levels of specialists in your team, so make sure that all decisions and actions you carry out are as clear as possible, so that team leads in your team can easily implement and transfer them onto members of their teams.



09

# Frequently asked questions

## 1 What is my current position (set before this system was implemented) is much higher than my real position (set by this guide)?

Each team member needs to make a self-assessment together with a team lead (according to this system). If there are bigger differences that can be 'fixed' in 6 months, your position will not change.

If the difference is significantly larger (relative to what you can currently do and what is expected), you will be offered a realistic, lower position and we will negotiate the terms (there's a chance that we won't reach the agreement, but we need to be transparent about it).

## 2 When is the first positioning according to this system usually conducted?

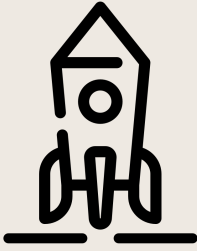
First positioning is conducted during the interview within the selection process, and the confirmation is given to you by your team lead after your first 6 months in the team.

## 3 Can I reach a higher position even though I'm still a student?

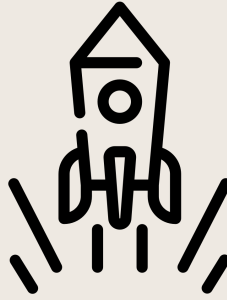
You can. Your seniority level isn't in any way connected to the fact if you're a student or not - it depends on the results of your work and responsibilities you've been given (listed in this guide).

## 4 What if I'm somewhere between levels?

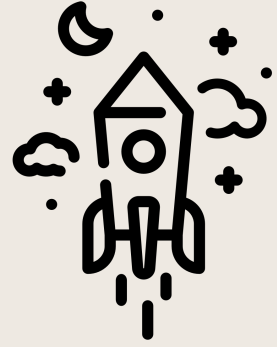
Your real position is the one for which you can say that you satisfy the responsibilities listed in all 4 categories (task, project, process and result).



Junior level 1



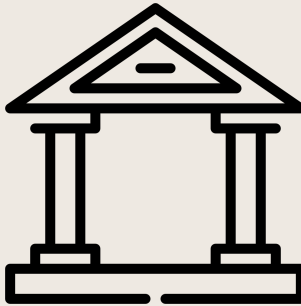
Junior level 2



Junior level 3



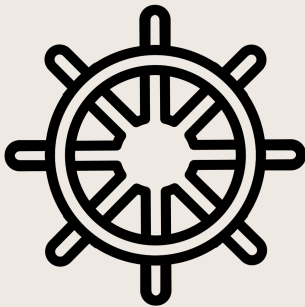
Middle level 1



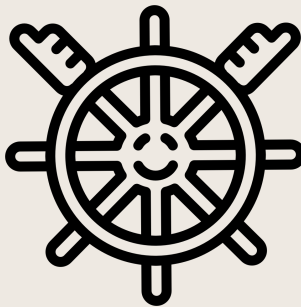
Middle level 2



Middle level 3



Senior level 1



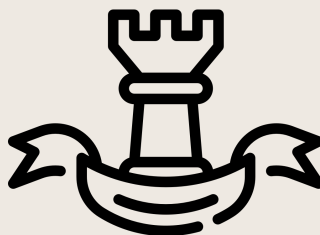
Senior level 2



Senior level 3



Team Lead level 1



Team Lead level 2



Team Lead level 3

# Bornfight is a digital innovation company that creates progress.

We create **custom WordPress websites** and **mobile applications**, as well as **advanced B2B and B2C software**. Our team consists of more than 70 designers, developers and strategists who understand both the technical and business aspects of creating digital solutions.



Custom Software



Mobile Applications



Advanced Websites

## From our clients

"Bornfight's development team is very strong, and we were all very impressed with what the development and design teams came up with."

Chloe Ravat / Lufthansa  
Marketing Manager

"The website has become one of our main selling tools and serves as the first point of contact in our buying funnel, and we've seen a substantial increase in revenue."

Daniela Lepeš / Adriatic Luxury Hotels  
Head of Marketing & PR



## Our tech stack



iOS

HTML  
CSS  
React

jQuery  
Ajax  
Vue.js

Swift  
Kotlin  
NodeJS

Symfony  
MySQL  
MariaDB

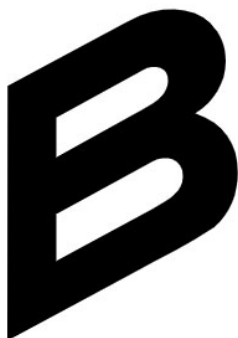
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