

TITLE	Bands	V	U	T	S	AR	R	R+	-	VP	SVP+	
	NA	-	Analyst	Sr. Analyst	Manager	Supervisor	Assoc. Director	Director	Sr. Director	-	VP	SVP+
	APAC	-	Analyst Executive	Sr. Analyst Executive	Manager	Sr. Manager	Assoc. Director	Director	Sr. Director	AVP	VP	SVP+
	EMEA	Analytics Coordinator	Sr. Analyst Executive	Manager	-	Assoc. Director	Director	Sr. Director	Head of Analytics	VP	SVP+	
		Doing the Work			Understanding the Work							
<b>Focus Areas)</b> Shaded areas denote where main focus of training should be for the role		Delivering the Work	Supporting Team			Managing the Work			Leading the Work			
Gray text represents areas of expectations for the role, which can be facilitated by conversations with SME's		Supporting Client Work	Supporting Business Needs			Managing Our People			Managing Our Clients			
		Supporting Business Needs			Managing Our Clients			Managing the Business				
<b>ALL LEVELS</b>	Who We Are	Information regarding the MFG Organization as a whole, then specifically MFG Analytics										
	What We Do	What is Google Media Lab and MLMO specifically, their expectations of us as their agency & their Analytics team, & overall relationship										
	How We Do It	A bit deeper on the work we do ie. E2E campaign lifecycle/Blueprint										
	Doing the Work	How to complete Analytics specific deliverables										
<b>LEVEL SPECIFIC</b>	Managing the Work	How we work with other disciplines on campaign/Analytics deliverables, how we deliver to client (i.e. templates, process overviews, RASCI)										
	Managing our People	How to manage yourself, a team of Analysts, help them through work roadblocks, and career development/progression										
	Managing our Clients	How to work with our clients (ML & MLMO)										
	Managing the Business	How to maintain/improve the health of our business, through exceeding client expectations and achieving financial growth										

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<b>Doing the Work</b>	Which deliverables is Analytics accountable for, & how to use templates			How to support Analysts during deliverable development			How to support cross campaign/PA work			How support cross PA work		
	Who do we work with to develop deliverables, & required timelines			How to conduct effective reviews of client deliverables			How to extract cross campaign/PA learnings			How to extract cross PA learnings		
	Which internal/external tools do we use to develop deliverables, & how to use them			How to effectively remove roadblocks for Analysts			How to effectively remove roadblocks for teams			How to remove roadblocks for teams		
	What are the methodologies we use to conduct our analysis			How to elevate cross campaign/PA learnings internally & to clients			How to elevate cross PA learnings internally & to clients					
<b>Managing the Work</b>	How to work to deliverable timelines			How to train Analysts on deliverables, methodologies, & appropriately utilize templates			How to ensure high quality & timeliness of Analytics deliverables					
	How to communicate roadblocks/escalate issues			How to create partnerships with internal teams to develop Analytics deliverables			How to bring best in class tools & processes to team					
				How to manage team productivity, scope of work, & development timelines								
				How to maintain healthy relationship with measurement partners/vendors								
				How to keep the Analytics team abreast of changes to templates/process/tools/partners								
				How to manage Analytics SLA expectations with internal teams & clients								
				How to ensure Analytics team is delivering high quality & timely deliverables								
				How to ensure measurement/Analytics methodologies are best in class								
				How to maximize internal/external tools to develop high quality & timely deliverables								
				How to create partnerships with new measurement vendors								
<b>Managing our People</b>	How to talk to your manager about your career development			What people management tools do we use (i.e. talent acquisition, employee retention, learning & development)								
	How to set SMART goals			What people management processes do we use (i.e. goal setting, 360 feedback)								
	How to have an effective 1x1 with your manager			What support systems do we have for our people (i.e. mentoring, career advocacy)								
	How to contribute in a team meeting			Who are our partners & how can we work with them (i.e. L&D, Talent Ops)								
	How to advocate for yourself & your career			How to conduct an effective 1x1								
<b>Managing our Clients</b>	How to navigate career development/progression conversations			How to conduct an effective team meeting								
	Who are the day-to-day clients & what are their top priorities			Who are our clients & how are we structured to service their business								
	How does our work impact their business			What kind of work do we do for them & what are their top business priorities								
<b>Managing the Business</b>	How should we elevate the work for our clients			What are their preferred methods of interactions with us & which forums do we have in place for exchange of ideas/learnings/roadmapping								
	How does our work contribute to overall business			How do we get paid for our work								
	How to track work effort & time accurately, and why it's important			How do we staff our teams								
				How do we grow our business								
				How do we/our work get reviewed by the client								
			How do we review the client									
			How do we work with GroupM/WPP to service the client									