

The ERNI Career Map

You are holding in your hands a tool which, over the next years, will show you and your supervisor how your career at ERNI unfolds. See the steps on the way to your ever-increasing success and the stages you will go through. Get an overview of educational programs and trainings that will accompany your journey and familiarise yourself with events and activities of ERNI.

The ERNI Curriculum

The Curriculum offers every employee a clear perspective for their own personal development within the ERNI Group. Each step of the way is accompanied by training modules that correspond with the specific requirements of the particular position. You learn what it means to live the ERNI culture and you get prepared for everyday challenges. There is a focus on communication skills too, so you can confidently take the step from an engineer to a consultant.

Trainings

**Leadership Trainings**  
Leadership Training I is mainly about direct leading methods and Leadership Training II about indirect leading across several levels. You will also get support in shaping and organizing your leading environment.

**Sales Trainings**  
Training sessions to strengthen the sales skills depending on experience level.

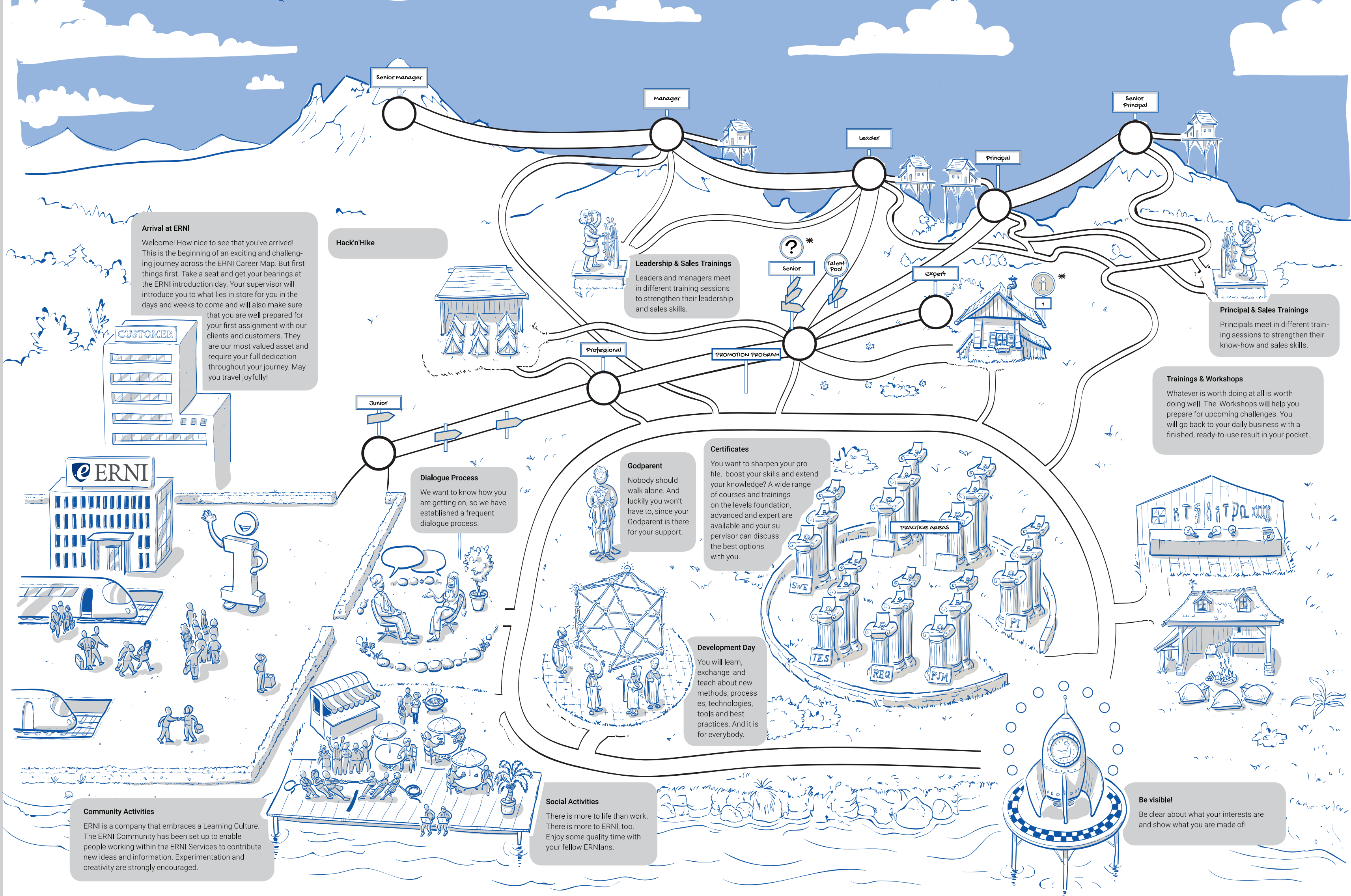
**Consulting Project Management Training**  
Leading people without line competence.

**Talent Pool**  
The Talent Pool is a preparation for a leading role and helps you decide between a professional career and a leadership career.

**Senior Promotion Program and Subject Matter Expert Program**  
Here you learn all you need to know to take the leap from Professional Consultant to Senior Consultant and Senior Consultant to Subject Matter Expert Consultant. You will create your own personal contribution to the ERNI system, for example a service item.

**Module "Communication"**  
This module is designed to enable you for more complex roles in the company structure. As a Senior Consultant you need, among other things, the confidence to delegate and redirect in difficult situations as well as the ability to give praise and criticism constructively.

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\*Annotations

**What Will It Be?**  
You have arrived at a decisive point in your career. Several paths are open to you now that you are a Senior Consultant. Will you pursue a career as a Principal or will you enter the new terrain of leadership? Or have you perhaps already found your true vocation in the position of a Senior Consultant?

**Settling Down**  
A career is not always a race up the ladder. If you find a position within the ERNI Group in which you feel completely at home, well, no need to seek any further then. This doesn't mean that you can't still work on your personal development.

Notes:



Impressum  
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Staff Levels

**Junior**  
The Junior is familiar with the basic specialist terminology and deals with the tasks assigned to him within his specialist team with guidance.

**Professional**  
As a Professional you are expected to be both convincing and efficient in your communication. Unexpected questions appear? No problem for a Professional! You are ready to take responsibility for communication processes.

**Senior**  
The Senior handles tasks that have been assigned to him independently, and provides other employees with guidance to ensure that they are able to handle their work successfully. Seniors create an environment that breeds success for their specialist team.

**Subject Matter Expert**  
The Subject Matter Expert has accumulated great knowledge in a particular field or topic and this level of knowledge is demonstrated by the person's degree, licensure, and/or through years of professional experience with the subject. Demanding multi-project, thematic or project management work. The SME is able to do the job excellently and leads others successfully.

**Leader**  
The Leader leads and develops a people unit (PU) independently. The people unit leader (PUL) manages between seven and twelve employees. They secure project execution and support customers.

**Manager**  
The Manager develops and leads a commercially successful business area (BA) independently. The business area manager (BAM) manages between two and six people unit teams.

**Principal**  
The Principal advises customers and employees on innovative technologies and processes. The Principal acts as the contact person in selected customer environments, participates to sales and independently executes challenging projects and advisory roles.

**Senior Principal**  
The Senior Principal advises customer contacts in matters of software development, executes large-scale distributed projects, is recognized by peers as an expert in his domain and makes a significant contribution to the development of the business.