

FABRIC RUBRIC

Team Lead Guide

This guide is intended to provide team leads (whether managers, directors, or VPs) with guidance for implementing our leadership principles (FABRIC).

Level-set FABRIC for your team:

Once a year (or as major changes to team operations and expectations occur), sit down with your team to talk about what FABRIC looks like in the work you do. Put up the FABRIC rubric (whether print-outs or projected) and for each behavior, ask your team to brainstorm what that behavior looks like on your team. They can give examples of past performance from themselves or others, or hypothetical examples. Either way, this is a great way to bring FABRIC to life for your team and help them to see how it applies to their everyday jobs.

Keep FABRIC top of mind:

Consider various ongoing activities to keep FABRIC fresh on everyone's mind, and to ensure that team members have a clear understanding of what FABRIC encompasses. For example, consider having a Followership and Vision month where the team comes together to identify examples of "F" they have seen in action.

Dos and Don'ts

When using FABRIC with your teams, there are some dos and don'ts you should follow.

Do:

- Use FABRIC as an assessment in preparation for development discussions: you and your direct report should each fill out a rubric regarding the direct report's leadership performance. During 1:1s or designated development conversations, compare those behaviors on which you are aligned, and those where there are gaps.
- Incorporate FABRIC language into everyday discussions, but especially those about leadership and performance expectations.
- Use the FABRIC rubric when discussing readiness for promoting team members or elevating their level of responsibility.
- Encourage your team to periodically consider where they stand on FABRIC during their own time.

Don't:

- Expect your team or new employees to fully grasp FABRIC without your help--guide them in their understanding of what each component stands for and how it is measured.
- Guarantee promotions to those who operate on higher rubric levels than their current role.
- Dismiss the FABRIC rubric as a once-a-year (or less) discussion.
- Wait for your direct report to bring up FABRIC to you--encourage them to use the rubric as a guide regularly.