

RUBRIC INSTRUCTIONS

Leadership Principles

We believe in leadership at every level. No matter your job title, you have the opportunity and the responsibility to lead. Every one of us influences the work to be done—and others across the company.

Please check off how you will be using this rubric:

- ☐ To measure your overall leadership capacity
- ☐ To understand your leadership ability in regard to what your job requires
- ☐ To pinpoint skills you need to develop to land a future job

Both the employee and their manager should complete the rubric, compare the results, and work together to develop an action plan if necessary.

As you go through the rubric, rate each item on a scale of 1-5:

- 1 – not observed, but should be present**
- 2 – occasionally observed, opportunities for leadership missed**
- 3 – regularly observed**
- 4 – observed outside sphere of influence**
- 5 – outstanding; outsized impact**

If the item is not observed, but not required, leave it empty. You can indicate whether an item is required for the job by checking the box beside it, and you can highlight an item if you'd like to discuss it.

Followership and vision

Be someone others want to follow. Leaders here inspire followership. They articulate their vision and ideas with a sense of purpose to build trust and credibility—up, down, and across the company. They motivate people to execute our strategy with mastery and autonomy. Others seek them out regularly for advice and mentorship.

Awareness of oneself

Lead with humility and grace. Leaders here are cognizant of their actions and how they impact others. Their self-awareness and growth mindset foster a culture of transparency and respect that allows for healthy conflict. They know how to disagree and commit, even with tough decisions.

Business skills

Understand the big picture. Leaders here understand how the business operates on a strategic, technical, and financial level. They strive to make data-driven decisions and set goals accordingly—always considering the business impact of their ideas. Balancing growth and scale with quality and efficiency, they stay on top of market trends.

Results and accountability

Set the bar at great. Leaders here set an example for others by delivering on commitments and holding themselves accountable. They set clear expectations, demonstrate strong follow-up and follow-through, and hold others accountable to do the same in return. They know the difference between good and great; the proof lies in the results.

Instruction and mentorship

Place a high value on helping others. Leaders here identify opportunities to coach and mentor employees, regardless of team or level. They believe everyone is capable of learning new skills, and they approach every interaction as an opportunity to teach or inspire. Always willing to share their knowledge, they never turn down a request for help.

Courage

Stretch beyond your comfort zone for the greater good. Leaders here deliver feedback with kindness, in the moment of need, to help people grow. They solicit feedback from others—and accept it gracefully—regardless of how honest it may be. Leaders accept defeat, put the company's needs above their own, and can make decisions in the absence of data.

F A B R I C

Followership & vision

		1	2	3	4	5
Level 3	<input type="checkbox"/> I make my ideas tangible for others and articulate the big picture through storytelling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> Others want to follow me, even in unexpected directions or stressful situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I make sure others across the company understand my team's purpose and vision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 2	<input type="checkbox"/> I create a safe environment for people to grow and thrive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I am open and curious with a learning mindset rather than closed and defensive with a focus on being right.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I don't tell others what to do; I influence them instead, tailoring my message to my audience as needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I help others make meaningful connections between their work and the business strategy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 1	<input type="checkbox"/> I help others feel positive about the company vision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I can explain how my work fits within the business strategy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> Others feel safe to disagree with me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I lead by example by being accountable and self-aware.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I listen actively and ask meaningful questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1 — not observed, but should be present, 2 — occasionally observed, opportunities for leadership missed, 3 — regularly observed, 4 — observed outside sphere of influence, 5 — outstanding; outsized impact

Awareness of oneself

		1	2	3	4	5
Level 3	<input type="checkbox"/> I proactively build teams of people whose traits complement my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I share my self-awareness journey openly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 2	<input type="checkbox"/> I facilitate group discussions about team successes and failures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I'm aware of how my actions, inactions, and body language impact group dynamics.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I understand how my passions and behavioral traits impact my decision making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 1	<input type="checkbox"/> I actively work to improve and develop new skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I recognize when others' ideas might be better than mine; I disagree and commit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I'm aware of my strengths, weaknesses, areas of expertise, and opportunities to grow; When I lack expertise I own up to it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I ask others how they do things so I can learn. I ask questions when I don't have all the answers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I seek feedback on my ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Business skills

		1	2	3	4	5
Level 3	<input type="checkbox"/> I understand how market trends affect the business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I understand how the organization operates from a financial perspective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I understand key drivers and blockers, even outside my business area.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I ensure decisions positively impact the entire organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 2	<input type="checkbox"/> I know when it's time to let someone more junior lead.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I build strategic initiatives with data-driven goals and results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I understand the business model of the entire company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I ensure processes are scalable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 1	<input type="checkbox"/> I understand how different departments collaborate and share resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I understand the data that impacts my team, and the metrics my team and I are measured by.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I consider the business impact of my ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I identify processes that can be improved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Results and accountability

		1	2	3	4	5
Level 3	<input type="checkbox"/> I understand the complexities of competing goals and I help people prioritize based on my knowledge of business needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I understand what good vs. great looks like in a wide variety of activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I allow for errors of action, and I facilitate learning around errors when they happen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 2	<input type="checkbox"/> I help my team stay on course, especially in the face of obstacles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I create a culture where delivering on commitments is an expectation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I'm able to clearly articulate the results expected of my team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I trust my team members to make good decisions and encourage them to take action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 1	<input type="checkbox"/> I recognize when something isn't working and I'm able to shift gears.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I hold others accountable and set clear expectations for my peers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I can build and stick to a project plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> When I communicate changes, I explain the why and keep people in the loop so there are no surprises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I'm reliable and on time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Instruction and mentorship

		1	2	3	4	5
Level 3	<input type="checkbox"/> I establish strategic roles around mentoring.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I encourage people to show value outside their roles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I communicate my goals, hold myself accountable, and demonstrate how I'm developing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I set large-scale learning initiatives in motion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 2	<input type="checkbox"/> I understand where my direct reports are in terms of learning; I coach, tell, and delegate accordingly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I help people solve their problems by asking questions like "What do you think would work?"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I update my team on their progress regularly to help them grow professionally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 1	<input type="checkbox"/> I challenge others to grow, learn, and stretch beyond their comfort zone.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I document my processes and share with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> When I communicate with others, I check for understanding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I'm proactive in giving help to develop others' expertise in my subject area. I have empathy toward those who ask me for help.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I engage in self-learning (podcasts, books, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

F A B R I C

Courage

		1	2	3	4	5
Level 3	<input type="checkbox"/> I make decisions for the welfare of the group, even if it's painful for some.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I address shortcomings in people, systems, or processes early on with candor, and highlight individual star performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I create a culture where everyone feels safe to give and receive feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 2	<input type="checkbox"/> I advocate for—and correct misconceptions about—my team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I'm unafraid to say "My team has taken on too much," and I help prioritize work to be done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I create happy alumni by treating everyone with respect—even when I'm disappointed or angry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I explain the "why" behind my decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 1	<input type="checkbox"/> I seek feedback and give feedback to others, including my manager and other senior leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I'm bold enough to disagree and challenge the group or status quo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I highlight my successes and my failures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I express concerns rather than stew silently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/> I admit when I don't know things and ask for help.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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