

## FABRIC RUBRIC

# Employee Guide

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This guide is intended to provide all employees with guidance for using our leadership principles (FABRIC).

### **Level-set FABRIC for yourself:**

Set aside some time to consider what FABRIC looks like for your own role. Come up with specific behavioral examples of what each point of the rubric would look like for you in action. You can use examples of past performance from yourself or others, or hypothetical examples. Either way, this is a great way to bring FABRIC to life for yourself and help you to see how it applies to your everyday job. Consider sharing your level-setting activity with your manager and aligning on expected behaviors and key goals.

### **Keep FABRIC top of mind:**

Call out examples you see of each of the letters of FABRIC as demonstrated by your peers. Use a critical eye and keep in mind when someone has gone above and beyond at exemplifying one or more of the aspects of FABRIC.

### **Dos and Don'ts**

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

#### **Do:**

- Use FABRIC as an assessment in preparation for development discussions: you and your manager should each fill out a rubric regarding your 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.
- Take out and use the FABRIC rubric when considering your readiness for promotion or elevated responsibilities.
- Recognize your peers, whether informally or on Slack, for demonstrating FABRIC in their everyday behavior.

#### **Don't:**

- Assume you will be promoted if you operate on higher rubric levels than your current role--the FABRIC rubric is not a career ladder that guarantees promotion; rather, it is a guide to help you assess and grow your leadership abilities.
- Dismiss the FABRIC rubric as a once-a-year (or less) discussion.
- Wait for your manager to bring up FABRIC to you--if they don't bring it up, use this as an opportunity to exercise everyday leadership and suggest a FABRIC-related exercise to your manager.