

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.

FABRIC

FollowerShip & vision

1 2 3 4 5

- I make my ideas tangible for others and articulate the big picture through storytelling.
- Others want to follow me, even in unexpected directions or stressful situations.

Level 3

- I make sure others across the company understand my team's purpose and vision.
- I create a safe environment for people to grow and thrive.

Level 2

- I am open and curious with a learning mindset rather than closed and defensive with a focus on being right.
- I don't tell others what to do; I influence them instead, tailoring my message to my audience as needed.
- I help others make meaningful connections between their work and the business strategy.

Level 1

- I help others feel positive about the company vision.
- I can explain how my work fits within the business strategy.
- Others feel safe to disagree with me.
- I lead by example by being accountable and self-aware.
- I listen actively and ask meaningful questions.