

Follows	Follows explicit directions, Waits to be told what to do	Expresses willingness to make suggestions only when they are certain they have support or thinks in terms of “office politics”	Has the confidence to makes suggestions without fear; even if they don’t always know how to action the idea	Takes personal responsibility and accountability for ideas and is working toward turning ideas into action and also for the success of the team	Accepts full responsibility and accountability for one’s own professional decisions and actions, or those delegated to others	Takes responsibility & seizes authority
Unaware or in denial	Blindly marches forward in pursuit of goals, reluctance to accept feedback	Openness to receive feedback and willingness to change, improve	Acknowledges being on a journey of reflection and self-improvement by making continual progress	Is reflective on their own behavior, leadership and proactively takes steps to improve; Resilient and adaptable; React to valid and well-reasoned opinions and directions about one’s work in a positive manner	Comfortable and self-aware which enables the ability to respond consistently to complex situations; High EQ, flexibility, and resilient in times of stress Ability to see how one’s own values, passions, aspirations, fit with culture and have impact on others (and vice versa)	Reflective, especially about own nature
Seeks simplicity & coherence only	Unable to perform tasks with faced with ambiguity, gets defensive when the direction changes	Has difficulty dealing with change, progress is slowed when faced with change	Willingness to adapt to change and proactively works to achieve objectives even when faced with obstacles, persistent	Understands complexity and can simplify it for others, comfortable with an iterative process, has creative approaches to overcoming obstacles, works fast to fail and enlists others before pivoting	Handles challenges with grace and professionalism, can recover from set-backs and adversity; Refers to core values to make principled decisions, accepts and faces conflict as natural, comfortable not having all the answers	Embraces complexity & ambiguity
Short-term outlook	Task oriented, reactive, and in a constant state of putting out fires	Meets short-term objectives without always considering long-term impact	Regularly, efficiently and effectively manages activities and is working to think in both the long and the short term	Exhibits understanding of our broader objectives and ensures connection between near-term tasks and the long-term vision	Strives to achieve our long-term vision with each task laddering-up to our strategic and operational objectives with purpose.	Vision & long-term outlook
Pragmatic decision making	Seeks to solve the immediate problem in the most convenient manner.	Solves for short-term benefits often resulting in unintended consequences	Recognizes the need to consider long-term effects of decisions and actions	Almost always considers and anticipates the result of actions and plans accordingly; reverts to easier options during times of stress	Decisions are consistently made based on principles with the long-term vision in mind	Principled decision making
Complacent & holds limiting beliefs	Is limited by pessimism and the way things have always been	Doubt and fear of failure creates friction and disagreement	During times of stress is restricted by limited beliefs but more often than not leads with optimism	Typically leads with passion and optimism allowing for more possibilities	Has a powerful and unlimited belief in what is possible. Show a positive attitude towards new and challenging demands, embraces lifelong learning. Passion and optimism fuels greater enlistment and embrace among colleagues and partners.	Passionate & optimistic
Motivates	Assumes work can only be encouraged through ‘carrot and stick’ – reward and punishment	Understands greater performance is possible but still primarily motivated by rewards or threats of punishment	Often seeks to understand what inspires colleagues but reverts to the ‘carrot and stick’ during stressful times	Fully understands the value of understanding what inspires colleagues. Starts to apply that knowledge during interactions	Develops deep and lasting human relationships internally and externally Always invests the time to understand and implement what and how colleagues are inspired. Inspire them to NOT to do the Next Thing Right but Rather the Next Right Thing	Inspires
Dreams	Has lots of ideas about what could be but rarely produces outputs	Helps to execute others’ plans but doesn’t proactively imagine new approaches themselves	Able to iterate on others’ ideas, pushes progress with some help, drives towards milestone completion; Has some good ideas but not always able to translate into actionable plans	Proactively translates dreams into plans of action and makes progress on those plans.	Consistently translates dreams into action by creating and following a plan and enlisting others along the way, and has proven and measurable outcomes	Plans & implements