

RUBRIC

Leadership development

The Predictive Index® recently went through an extensive process to define and hone what we believe are the top eight qualities of a good leader—which you’ll see below. Use the rubric to identify where an employee’s current leadership capacity is at, what their strengths are, and where there’s room to grow.

Self-awareness - Self-awareness is a must for leaders. Self-aware leaders are cognizant of their actions and how they impact others. They create a culture of trust and respect that allows for healthy debate; everyone knows how and when to disagree and commit. Their curiosity and “always be learning” mindset set an example for others in the organization.

Accountability and results - Leaders hold themselves accountable first and foremost. Leaders also hold their teams accountable by setting clear expectations for themselves and others. They have a vision for the future and drive it forward with purpose. They know the difference between motion and progress. They are action-oriented and lead with a solution-oriented mindset.

Vision - Leaders think and work strategically. They’re aligned with the company mission and have a vision for how to get there—that they can articulate clearly. This sets the direction for how their teams and those around them execute our strategy.

Followership - Leaders inspire followership. They’re trusted and credible—up, down, and across the company. Their ability to voice their vision and philosophies with a sense of purpose and emotional intelligence creates a culture that’s aligned with and fosters the company’s core values. Employees seek these leaders out regularly for their advice and mentorship. They motivate people with mastery, autonomy, and purpose.

Business skills - Leaders are adept at business. They intimately understand how the business operates on a strategic, technical, and financial level. They have a general knowledge of all business functions. They lead through data-driven decision making, make smart judgment calls when needed, and set goals accordingly.

Courage - While giving constructive feedback is hard, great leaders know it’s necessary to help their teams improve. Leaders take the hard road because their employees deserve to know how they can best move their careers forward at all times. Leaders understand timely tough feedback given with true kindness is central to their success.

Mentorship - The development of employees must be accelerated to support the growing needs of the business. Leaders proactively identify opportunities to coach, mentor, and teach employees across all teams and levels of the organization. Great leaders take joy in helping others grow regardless of role.

Team - Leaders set the tone by leading with their actions. These actions inspire their teams to greatness. Leaders build teams of top performers where each member feels lucky to work with each of their peers. They lead their teams by empowering and trusting their employees to get the job done.

Leadership skill	1 Individual Contributor	2 Team Lead	3 People Manager	4 Senior Manager
Self-awareness	The employee shows a general awareness of tendencies and seeks to correct them.	The employee shows above average self-awareness and an understanding of how their actions impact others.	The employee shows strong self-awareness skills, is able to disagree and commit, and actively works to build trust amongst the team.	The employee shows strong self-awareness and works with a coach or mentor to proactively identify and address blind spots.
Accountability and results	The employee is accountable for meeting deadlines and generating results.	The employee is personally accountable and is good at holding others accountable to mutually agreed-upon deadlines.	The employee sets clear expectations for direct reports and holds them accountable to deadlines and metrics.	The employee is able to identify which actions will produce the most value to the organization, then assigns according to skill, fit, and bandwidth.
Vision	The employee does what they're told but doesn't think long term.	The employee is able to see the bigger picture of how their work fits into the company's strategy and objectives.	The employee is able to see how their team contributes to the overall mission of the company and establishes a plan for how the team will accomplish objectives.	The employee is able to see the long-term vision of the company and thinks ahead into the future. More than immediate actions that can be taken, they see a much larger picture of what's possible for their team and function.

Followership	The employee gets along well with others but doesn't inspire followership.	The employee has a good rapport with colleagues and is able to rally teammates to reach goals.	The employee has established a strong rapport with colleagues and is well-respected in the company. Others come to them for advice and support.	The employee has a strong ability to motivate and empower others.
Business skills	The employee is able to fulfill their role but doesn't understand the inner workings of the business.	The employee has a general knowledge of business functions, uses data to drive decision making, and makes good judgment calls.	The employee is strategic in their approach to the business. They understand how their department's metrics are interwoven with the company's objectives.	The employee intimately understands how the business operates on a strategic, financial, and technical level and makes decisions accordingly.
Courage	The employee is open and receptive to feedback but doesn't readily provide feedback to others, or they need coaching on how to give appropriate feedback.	They occasionally need coaching on their approach, but the employee is comfortable giving feedback to peers and managing up.	The employee offers truthful, specific, and timely feedback to their employees and colleagues.	The employee offers frequent praise and truthful, specific feedback. They proactively coach their employees to learn and grow.
Mentorship	The employee is self-sufficient in their role but currently doesn't train or mentor others.	The employee trains others on the team in their role, but doesn't currently mentor outside of the department.	The employee trains and mentors their direct reports and serves as a resource outside of their department.	The employee is constantly looking for new ways to mentor others within the organization—whether one-on-one or through workshops and classes.

Team	The employee completes their work on time but doesn't often offer teammates support on their projects.	The employee is a team player, completing work on time and offering to support others with their projects.	The employee exemplifies teamwork, builds trust amongst the team, and empowers each individual to the best of their ability.	The employee creates teams where each member feels lucky to work with each of their peers. They do this by making the right hires and training, empowering, equipping each person to do great work.
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