

# Leadership Assessment Rubric

*Thank you for completing the Leadership Assessment created by the [Lead with Equity](#) team.*

This rubric is meant to be analyzed in conjunction with your final Leadership Assessment score in each competency area. Each competency has a scoring rubric that outlines the four categories of mindsets, behaviors, and actions of leaders who effectively promote diversity, equity, and inclusion at work.

For the Assessment, each of the answer choices fall into the Unacquainted, Understanding, Evolving, or Extending categories, based on the actions and behaviors associated with that competency.

This Leadership Assessment is meant to inform your ongoing learning as an inclusive and equitable leader. Your scoring rubric in this summary report will give you an idea of which competencies would benefit your ongoing professional development. Please review the full rubric and visit our website for additional resources.

Thank you again from the [Lead with Equity](#) team!

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# Curiosity

**Curiosity:** desire to understand how others view the world. Demonstrate an openness to change habits and seeks opportunities to listen with an open mindset.

Sub Skill	Definition	Unacquainted	Understanding	Evolving	Extending
Listening	Makes an effort to hear, pay attention to, and understand how others view the world.	The leader does not listen, they don't ask questions, they don't seek to understand or learn about others.	They give people space to voice their opinions, yet, they selectively choose to acknowledge only portions of their responses, only the portions that resonate with them. The portions that do not resonate with them, they neglect and ignore them.	They seek to understand others and their experiences by asking questions and actively listening. They want to understand their point of view to develop a connection that extends beyond professional. They listen without judgment or assumptions.	They try to understand someone's point of view through listening, asking follow up questions, and also paying attention to what's not said. They listen to learn about the other person, setting judgment or personal bias aside. They're able to listen to what's being said in tone, body language, or other non-verbals.
Openness/open minded	Willingness to consider new ideas and other points of view without judgment.	The leader is unwilling or unable to consider new ideas or points of view. They respond to new ideas with judgment.	The leader encourages employees to speak up only with certain topics or areas. When their ideals or experiences differ from theirs, they shut down and find it easier to just stick to their way of thinking.	They give people on their team the chance to speak their mind. They are encouraged to speak up and they have comfort that their opinions will not penalize them. However, in some instances, they cannot fully understand them and their own implicit experiences interfere.	They seek the opinions of others. Every move they make, they try to take into account how others will be impacted. They are able to suspend their own viewpoint for some time to fully understand where others are coming from.

# Self Management

**Self Management:** ability to understand one's self, handle criticism, and maintain self control when faced with challenges, particularly those related to DEI. With these skills, the leader is able to create a more inclusive environment at a team and organizational level.

Sub Skill	Definition	Unacquainted	Understanding	Evolving	Extending
Patience	Allows necessary time for work to be done while empowering employees to do their best.	They have no tolerance for other people's abilities or input. The leader likes things done in their way and on their time.	They are aware that they ask for things in a specific way, however, through much trial and error they've found their way to be the best and work. They listen to others suggestions, however, they still want things done their way.	They are aware that people are different in how they learn, process, and adjust to new environments. They give people the time they need to do so and check in if they have questions. They allow for some input, overall they keep their method.	They value input from others. They notice that people need different things in order to be successful and they adjust their leadership styles to reflect their needs. They check in consistency to make sure their team understands them.
Making Space for Others	Pays attention to their own and other people's participation in meetings, decisions, and projects. Ensures each person participates in a way that best leverages their strengths, and leads to the best outcomes for the meeting, decision, project, or team.	As a manager, they do not notice who is participating most, least, or not at all, in meetings, decisions, and projects.	They notice which team members are talking the most and participating during meetings, projects and decision making, but they do not think it is their responsibility to intervene.	As a leader, they watch how they communicate and how others' around them communicate. They intervene during meetings, projects and decision brainstorming, to make sure everyone has a fair and equal speaking time.	As a leader, they know the personality and preferred communication style of each person on their team. Because of that, they create an environment where each person participates in meetings, projects, and decisions in a way that leads to strong individual performance and professional growth.

# Self Management *(continued)*

**Self Management:** ability to understand one's self, handle criticism, and maintain self control when faced with challenges, particularly those related to DEI. With these skills, the leader is able to create a more inclusive environment at a team and organizational level.

Sub Skill	Definition	Unacquainted	Understanding	Evolving	Extending
Courage & Resilience	Ability to handle critical feedback productively and to challenge the status quo when it comes to individual or organizational diversity, equity, and inclusion issues.	They are uncomfortable addressing any conversations or incidents relating to DEI or inclusion in the workplace, therefore they do not do it.	They don't actively look to discuss or promote DEI in their workplace. If someone else brings up something related to DEI, they voice their opinion but often get defensive, shut down, give up, or otherwise have trouble handling the conversation if it is something they are not receiving full support in.	They proactively initiate conversations about inclusion & equity with their team. The leader is inclusive in their approach of asking for feedback from all team members. They're able to handle both good and bad feedback in relation to DEI efforts but they are not yet able to effectively formulate this input into action.	They move beyond talking and try to make changes within the organization to promote DEI. They're able to handle any conversation about DEI with their team, and they use these conversations to take action toward equity. Regardless of road blocks, they make it their mission to promote DEI and, along with their team, make the necessary changes to enhance the workplace for all.

# Compassion

**Compassion:** ability to understand others' situations and perspectives; identify with their feelings; and use this understanding to provide individualized guidance without judgment.

Sub Skill	Definition	Unacquainted	Understanding	Evolving	Extending
Empathy	Ability to understand and share the feelings, experiences, and challenges of others on the team.	Does not notice or respond to others' emotions and needs due to unawareness or inability to detect due to cognitive differences.	They are aware of other people's emotions, challenges and experiences, but they do not respond to them, or they will respond inappropriately.	They notice their emotional issues, differences in experience, and they respond to their emotions to the best of their ability.	They notice others' emotions, ask about their experiences, and offer support.
Celebrate Others	Consistently and impartially provides both public and private acknowledgement of other people's successes and unique strengths.	The leader does not provide acknowledgement to the team's success, the leader feels the team knows when they do a good job.	The leader acknowledges and celebrates people from different demographic groups inconsistently. Not everyone feels celebrated.	The leader consistently celebrates others, and they celebrate equitably amongst their team.	The leader consistently celebrates others equitably and publicly. The recognition the leader provides is specific.
Mentor/ invest in others	Have awareness of the abilities and challenges of others. Use this knowledge to offer time, advice, guidance and resources to help them develop professionally based on their individual growth goals.	They don't mentor or invest in others; They do not share or express their knowledge to others.	They offer general advice but based on their experiences, they do not understand who they are and what they need to progress in their career.	The leader is able to cater to everyone on their team, giving them the time, mentoring, resources, and investment that they need to develop professionally based on their personal growth.	In addition to effectively mentoring the people who report to them, they also take time to mentor/invest in others in the organization (formally or informally).

# Equity Lense

**Equity Lense:** able to comprehend the unique abilities, circumstances, and needs of individuals and demographic groups. Ability to customize resources that will aid individuals in achieving the same power, access, and influence in the organization.

Sub Skill	Definition	Unacquainted	Understanding	Evolving	Extending
Awareness of Individual bias	Understand how historical, cultural, and personal experiences shape one's behaviors, decision making, and treatment of others, often unconsciously.	They believe they treat everyone the same and do not have any bias. The leader has not examined their own bias because they don't think it exists.	They are aware that bias exists. They understand they have bias, but they do not reflect on where those biases came from.	They are able to identify their own biases and where they came from, however, they do not proactively analyze their own biases with every decision.	They understand their own biases and where they came from. Before each decision, action or thought, the leader proactively takes time to identify and analyze what biases they might have in play, and why.
Awareness of Systemic Bias	Understand how & why past and current decisions, systems, and policies have benefited some people more than others.	They believe that the system is fair, and that the people who benefit more do so based on work ethic alone.	They have a theoretical understanding that current systems benefit some people more than others, but they don't reflect on what created those systems.	They can see how and why some people have benefited from systemic imbalances of power, however, they do not proactively analyze systems in this way on a consistent basis.	They are aware and understand how past and current decisions, systems, and policies have benefited some people over others. They proactively look for these different benefits and outcomes in every part of your organization.
Drives Equitable Outcomes	Make changes to individual behavior as well as organizational decisions, systems, and policies that will remove barriers & provide equal power, access and influence in the organization.	They are not aware of inequity, therefore, they take no action to mitigate it.	They work to lessen bias within their own personal decisions and behavior.	They change both personal behavior and the organizational systems within their power to remove barriers and create equal power, access and influence in the organization.	They change personal and organizational behaviors and policies to remove barriers and act to ensure future barriers aren't created through current policies and actions. They view this as an ongoing process.

# Cultural Intelligence

**Cultural Intelligence:** ability to recognize, relate, and appreciate different personalities and individual behaviors, and adjust your own communication style as needed.

Sub Skill	Definition	Unacquainted	Understanding	Evolving	Extending
Read the Room	Ability to use intuition, observe non-verbal cues, and tone to understand individual behaviors and interpersonal interactions.	They have no awareness of communication nuances. They do not know what is going on around, therefore, the leader takes everything literally.	They are able to pick up on simple non verbal cues, such as obvious facial expression, eye contact, body language, in order to help interpret someone's communication and behavior, but sometimes they get it wrong.	They are able to pick up on more nuanced non verbal cues, including subtle facial expressions, body language, and tone to better comprehend the actions of others.	They are able to pick up on nuanced nonverbal cues, and to understand how these differ for each person. Through observation and relying on instinct - a deep sense of knowing - they try to better understand others and what they are trying to convey.
Seek Culturally Diverse Opportunities	Actively seeks opinions, feedback, and suggestions from people with different backgrounds and identities.	When they seek feedback, the leader does so with people who are very similar to them in terms of race, identity, gender, and demographic. They do so because they feel they understand them better due to the similarities and the people they ask will most likely agree with them.	They occasionally seek feedback from others who are different from them in terms of identity, but they selectively choose to ask the people who they think will agree with them. The leader does this because it will be easier to incorporate their feedback.	They regularly seek feedback from others who are different from them because they know it is important to get others' opinions, yet it still makes them uncomfortable because it might lead to conflict or slowing down a project.	The leader consistently seeks feedback from others who are different from them with every decision they make. They not only understand the importance of seeking different viewpoints, they look forward to it because it leads to collaboration and will make the decision or project better.



# Cultural Intelligence *(continued)*

**Cultural Intelligence:** ability to recognize, relate, and appreciate different personalities and individual behaviors, and adjust your own communication style as needed.

Sub Skill	Definition	Unacquainted	Understanding	Evolving	Extending
Adaptability	Ability to adjust communication methods to the different behaviors of others on the team.	They use the same communication methods and practices for every group and person. They do not adjust at all.	They adjust their communication style for very rare occasions, usually in response to interactions with high level executives or other occasions when it serves them primarily.	They regularly adapt their communication methods and practices to the different behaviors on the team when they notice they need it or a problem occurs.	They proactively ask each member of the team what style of communication works best for them, and consistently change their methods and practices in response to each person's needs. The leader is persistent in changing their leadership styles and methods, and they do so with every interaction.
Conflict Resolution	Ability to facilitate debate among different personalities and communication styles. As a leader, allow each party to deepen their understanding of another and yield more direct and honest relationships.	They handle conflict by avoiding it or shutting it down when it occurs.	They only facilitate debate when they believe it will impact work progress and the problem can no longer be avoided. They are not able to facilitate debate effectively because they don't foster honesty or directness. Their goal is to get the conflict over with and get back to work.	The leader facilitates debate among different personalities when it's necessary. They give all parties equal voice in the discussions and ensure all opinions and perspectives are on the table. They only decide to intervene when there is a noticeable issue and it will impact work done effectively.	They work to facilitate effective debate and also provide their team and others around them the skills to help them understand each other's differences and communicate more effectively with each other. Through building this level of understanding, the leader can proactively avoid conflicts. If and when conflicts occur, through coaching, their team members can effectively work through debates with one another.

# Building Trust

**Building Trust:** ability to create an environment where others feel heard and feel free to speak their minds without being penalized for being different.

Sub Skill	Definition	Unacquainted	Understanding	Evolving	Extending
Approachability	Ability to foster an environment where employees feel comfortable sharing problems, suggestions or ideas without fear of penalty.	They do not welcome employees to speak their mind, because it will derail projects or cause office problems. They also remind them of the company hierarchy, where they fall in it and whom they have to listen to.	They encourage employees to speak up only when sharing positive feedback. If they offer a comment that they deem as opposing, they tend to shut them down or discourage them from speaking because it is within their authority to do so.	They tell employees they can come to them with any feedback, good and bad. However, sometimes they inadvertently shut down or ignore that feedback because they're busy and their body language (closed off, reserved) tells employees they're not as open.	They not only constantly tell and encourage employees to speak their minds, but they show a dedication to listening and engaging with them through their open body language, smile, and eye contact. They acknowledge every comment and suggestion and take time for it to be heard and discussed.
Availability	Ability to create accessible systems to support employees when needed (physical, mental, and emotional support).	They do not value or create systems that support employees. They believe if employees need support, they can get it outside of the workplace.	They tell employees they are there to support them, but only when they have the time to do so. When they do make time, they are often distracted and unable to give them their undivided attention.	They try their best to be there for their team, however, they can only handle certain issues, they do not always know what everyone wants so some people get more support than others.	They communicate with their team often and openly, so they have a deep understanding of their issues. This allows them to develop systems that support employees in the present and future, even if they're not available at every moment.

# Building Trust *(continued)*

**Building Trust:** ability to create an environment where others feel heard and feel free to speak their minds without being penalized for being different.

Sub Skill	Definition	Unacquainted	Understanding	Evolving	Extending
Vulnerability	Willingness to expose their hopes, fears, abilities, opinions, and learning journey with others, despite fear of judgment.	They do not expose any emotions at work because they don't believe that emotions belong in the workplace.	They portray a strong demeanor for their team because they are the team's beacon of support. Because of this, they don't expose their fears, worries, concerns or mistakes to their team. They work to keep their emotions positive at all times.	They share their emotions, fears, mistakes, and learnings only on occasion. They do not want to derail their team from their work. They have a hard time deciding what information is appropriate to share with their team and what details are better left unsaid, therefore, they overshare.	They share a full range of emotions, mistakes, and learnings with the purpose of demonstrating for their team that it's ok to bring their full and authentic selves to work. They explain this openness to their team so that they will be inspired to work through their own emotions, mistakes, and learnings to improve their work.

# Belonging

**Belonging:** ability to create an environment where everyone feels safe, welcome, connected, and valued for who they are.

Sub Skill	Definition	Unacquainted	Understanding	Evolving	Extending
Build Connections	Ability to bridge differences among individuals across lines that normally divide people (demographic, cultural, ideological).	The leader does not attempt to unite individuals across lines of differences because they don't see the value in bridging differences in the workplace.	The leader is able to bring people together, but they're not able to help people connect and understand each other across differences. Existing cultural, demographic, and ideological divisions remain, or calcify.	They are able to unite diverse groups and have them effectively communicate, however, this communication does not transpire into understanding each other. Therefore, this halts the group's ability to create effective business outcomes.	They are able to bring people together across differences in a way that they can see their shared mutual interest for not only the project or decision at hand, but future projects and decisions. The connections they build are long-lasting.
Facilitate Co Creation	Ability to facilitate the collaborative development of innovative decisions, policies, products, or services in a way that centers the needs and voices of the people most impacted.	The leader does not create a collaborative environment.	They're able to facilitate conversation around new decisions, policies, products, or services, but in a way where everyone is stating their own thoughts and there's no progression toward a shared goal.	They facilitate conversations around innovative decisions, policies, products, or services so that everyone on the team can contribute and the focal point of the conversations remain centered around the people most impacted. However, without coaching, their team would lose sight of the people most impacted.	For every new decision, policy, product, or service, they analyze the task at hand and the individuals who might be most impacted. They teach their team how to manage discussions in a way that solicits diverse perspectives, while also centering the needs of the individuals who are most impacted so that they never lose sight of the task at hand and always promote innovation.

# Belonging *(continued)*

**Belonging:** ability to create an environment where everyone feels safe, welcome, connected, and valued for who they are.

Sub Skill	Definition	Unacquainted	Understanding	Evolving	Extending
Recognize Other's Uniqueness	Ability to recognize and embrace the unique abilities and differences of individuals on the team.	They don't recognize people's unique abilities or differences. They see and treat everyone the same.	As a leader they realize there are some differences in abilities amongst their team, however, they do not investigate further or try and understand how these differences can be utilized.	They recognize and embrace people's unique professional abilities and differences in a way that fosters a mutually respectful environment while showing the team how to use their abilities to compliment each other.	They're able to recognize and connect the abilities within their team to enhance the overall team dynamic. They do so in a way that teaches their team to do the same. This way everyone can bring their full, authentic selves to work while creating an environment to help them excel.

# Commitment

**Commitment:** takes consistent action toward driving workplace diversity, equity, and inclusion (DEI) outcomes by incorporating DEI into each project, plan, or goal, while keeping overall business outcomes top of mind.

Sub Skill	Definition	Unacquainted	Understanding	Evolving	Extending
Workplace Commitment	Ability to understand the business case for DEI initiatives and take action to implement in the workplace.	The leader does not understand or acknowledge why DEI initiatives should be implemented in the workplace. They do not see how DEI outcomes and business outcomes are aligned.	The leader has an understanding of why DEI initiatives are important from a social perspective, yet is not able to grasp its importance relative to the organization or team. They do not see how DEI outcomes are aligned with overall business outcomes.	The leader understands why DEI initiatives are both socially important and aid in business growth and innovation. They understand the theory, but don't know how to implement it in the workplace.	The leader is able to grasp the importance of DEI from a business and social perspective. They go beyond understanding and move toward implementation. They strategize everyday work duties to ensure they incorporate some levels of diversity, inclusion and equity while meeting goals and expectations.