

Leadership Scorecard



MEASUREMENT	EFFECTIVENESS CRITERIA					RANK
<i>Roles & Responsibilities</i>	1	2	3	4	5	
SAY (15% Impact)						
<ul style="list-style-type: none"> Communicates the compelling business case for the strategy/initiative and the consequences of not changing. Articulates how the strategy/initiative relates to the overall Mission, Vision, and Strategic direction of the organization. Communicates and champions the strategy/initiative cross-functionally with peers. 	<ul style="list-style-type: none"> Does not take the time to articulate the business case. 	<ul style="list-style-type: none"> Communicates some components of the business case for strategy/initiative on an inconsistent basis. 	<ul style="list-style-type: none"> Communicates “key messages” of the business case for strategy/initiative. Utilizes identified communications vehicles, including staff meetings, to connect the strategy/initiative to the Mission, Vision, and Strategic direction of the Retail organization. Communicates cross-functionally. 	<ul style="list-style-type: none"> Regularly communicates “why” the strategy/initiative is so important for our business strategies. Coaches direct reports to “drive the strategy/initiative” by cascading the key messages of the strategy/initiative. Sponsors partner with other business leaders to ensure alignment on communication of the strategy/initiative. 	<ul style="list-style-type: none"> Continually looks for opportunities to communicate the linkages of the strategy/initiative in achieving business objectives across the organization. Mentors and influences others to effectively communicate key messages to the organization. Solicits feedback and makes appropriate strategy/initiatives in delivering impactful messages to target audiences. 	
DO (30% Impact)						
<ul style="list-style-type: none"> Prioritizes activities and resources in the organization to ensure the success of the strategy/initiative. Consistently interacts with the project team to remove identified barriers, monitor progress, and provide feedback to the team as needed. Demonstrates, to the organization, support for the strategy/initiative by “Walking the Talk.” 	<ul style="list-style-type: none"> No support is given to the strategy/initiative. 	<ul style="list-style-type: none"> Provides minimal support to the strategy/initiative when asked by the team. 	<ul style="list-style-type: none"> Provides support including necessary resources, monitors progress, remove barriers, and provides feedback when required by the team. Usually demonstrates support of the organization for the strategy/initiative. 	<ul style="list-style-type: none"> Actively provides support by ensuring that resource needs are met, monitoring progress and removing barriers, and consistently providing feedback to the team. Actions clearly demonstrate his/her commitment to the strategy/initiative, as viewed by the organization. 	<ul style="list-style-type: none"> Proactively provides support by allocating resources, anticipating and removing barriers, and providing feedback and recommendations to the team. Influences and persuades direct reports to model support for the strategy/initiative. Actions influence other leaders to “model the strategy/initiative” across the organization. 	
REINFORCE (55% Impact)						
<ul style="list-style-type: none"> Publicly and privately recognizes individual/team contributions and acknowledges successes. Coaches direct reports and holds them accountable to ensure the strategy/initiative is sustained. 	<ul style="list-style-type: none"> Direct reports are not held accountable for the strategy/initiative. No positive recognition is provided. 	<ul style="list-style-type: none"> Direct reports are sporadically held accountable for the strategy/initiative. Very little recognition is provided. 	<ul style="list-style-type: none"> Direct reports are held accountable for the strategy/initiative during staff meeting discussions or 1on1 status meetings. Recognizes and rewards individual and team contributors. 	<ul style="list-style-type: none"> Provides regular feedback to direct reports on “challenges and successes” of implementation. Provides immediate recognition and rewards. Provides constructive coaching when appropriate. 	<ul style="list-style-type: none"> Consistent feedback is provided to direct reports on “challenges and successes” of implementation. Creates a forum for formal recognition of individual and team contributions across the business line on a quarterly basis. 	