

Leadership Skills Assessment

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Coach

Setting clear, inspiring vision for team

1 2 3 4 5

- 1:** Team has no clear sense of direction, purpose; does work for the sake of work
3: Team operates as a team, generally moves in the right direction
5: Design's vision drives the work across the org; people can't help but follow

Team members motivated and engaged

1 2 3 4 5

- 1:** Team members do the bare minimum to deliver on expectations; low morale; attrition
3: Team members enthused, feel trusted and respected
5: Team members go well beyond expectations; other teams comment on their passion

Producing quality work

1 2 3 4 5

- 1:** No quality bar; team's work is highly inconsistent; peers frustrated with quality
3: Perfectly good work that adheres to expected standards
5: Team innovates, goes above and beyond expectations for quality and invention

Creative planning for delivering design

1 2 3 4 5

- 1:** Planning absent; designers work ad hoc with peers; delivery suffers
3: Team delivery is dependable; utilize known methods
5: Team embraces new and better approaches for design

Mentorship, coaching, and guidance

1 2 3 4 5

- 1:** No impact on the professional development of more junior team members
3: Takes time to mentor others on their areas of expertise
5: Develops material that codifies approaches; active in teaching and training others

Recruiting and hiring top talent

1 2 3 4 5

- 1:** Reqs remain open for long periods of time; when filled, the talent is underwhelming
3: Reqs are filled at an expected pace; new hires are capable and immediately deliver
5: Supports recruiting not only in their team but across the org; attracts top talent

Diplomat

Adept at speaking the language of business

1 2 3 4 5

- 1:** Talks about solutions as design-for-design's sake; no connection to larger strategy
3: Communicates design decisions in context of measures the team is striving for
5: Connects what's good for customer experience is good for the business

Leads collaborative efforts cross-functionally

1 2 3 4 5

- 1:** Passive member of the three-in-a-box; contributes their part, but little else
3: Active member of cross-functional leadership team; invites others into the design process
5: Uses facilitation skills to get the whole team rallying; seen as a cross-functional team leader

Successful balance of quality and delivery

1 2 3 4 5

- 1:** Either too willing to ship crap or too precious with designs that never get released
3: Maintains a good cadence of quality delivery
5: Delivers superlative work with surprising swiftness; sets the bar for quality through delivery

Good handle on complexity of subject matter

1 2 3 4 5

- 1:** Gets lost in the depth and breadth of the work they're leading
3: Firm grasp on the people, tasks, and content under their team's purview
5: Referred to as a subject matter expert by team members and product leaders

Upholds the values of the Design team

1 2 3 4 5

- 1:** Allows designs to be released that are of poor quality with little customer awareness
3: Ensures the product has a base level of craft and customer understanding
5: Shifts the conversation from being "product-led" to "experience-led"

Champion

Evangelizes the value of design

1 2 3 4 5

1: Design is seen as a shared service to execute/deliver on others' briefs and requirements

3: Design recognized throughout the company as a valuable cross-functional partner

5: Design and UX are core; stuff doesn't ship until it meets high design standards

Makes compelling arguments for decisions

1 2 3 4 5

1: Doesn't present work, or, when presenting, just shows designs, with little rationale

3: Regularly presents work to leaders; frames design decisions with clear rationale

5: Persuades leaders to embrace new approaches through strong arguments and powerful storytelling

Productively engages executives

1 2 3 4 5

1: Doesn't shield team from leadership's arbitrariness; doesn't support their work to leaders

3: Productive pushback when challenged by executives; protects the team's good work

5: Executives delegate decision-making to the leader

Ensures team has what they need to succeed

1 2 3 4 5

1: Team is unengaged; don't have resources or facilities to do good work; spread too thin

3: Team has the resources they need to deliver good work; focused on impactful work

5: Leader has gone to bat for them to get them resources they need, and focuses their efforts on only that which is truly important for the business

Self management

Successfully manages their own time

1 2 3 4 5

1: Spreads themselves too thin, or focuses efforts on non-leveraged work

3: Attends to all the things they need to do; appropriate mix of leveraged and non-leveraged efforts

5: So good at managing their time, they carve out time for value-add activities

Strong across multiple levels of scale

1 2 3 4 5

1: Focuses too much time in a single area of scale; gets lost when going from abstract to concrete

3: Has a scale 'sweet spot', but helpful regardless of how detailed or broad

5: Adds value at every level of scale, from pixels to flows to tying together strategy

Bias to action and positivity

1 2 3 4 5

1: Assumes victim stances when faced with challenges; looks to others to solve problems for them

3: Maintains positive and healthy outlook; makes the effort to craft solutions to challenges

5: Leads by example; encourages followership through their attitude and actions