

Inspiring Others

Energizing and inspiring others to strive for excellence and commit to common goals and purposes, creating a sense of self-efficacy, resilience, and persistence in followers.

Level 1	Level 2	Level 3	Level 4	Level 5
Supports others to meet goals and excel at work.	Promotes an environment for success within teams.	Fosters engagement across different teams.	Builds passion and enthusiasm for the organization's mission.	Inspires support for the organization's mission in the community and the industry.
Provides others with the information required to perform jobs.	Considers team members' competencies, interests, strengths and concerns when establishing team structures, roles, and responsibilities.	Resolves conflict across teams fairly and sensitively.	Challenges rules or practices that present barriers to independent action and decision-making.	Advocates the organization's mission and value proposition to the wider community.
Advises others on how to achieve defined, realistic, and attainable goals.	Uses individual as well as group goal setting to maximize performance.	Translates the mission of cross-functional collaborations into terms relevant to each team's work, generating excitement and commitment.	Brings excellent performance to the attention of the larger organization.	Articulates the organization's vision in terms that stakeholders outside the organization can embrace.
Recognizes others for their achievements and contributions.	Invites input from each person, sharing ownership and visibility.	Seeks to understand and address concerns and resistance in cross-team collaborations.	Provides incentives to encourage widespread participation.	Builds partnerships outside the organization to engage the wider community and support the organization's vision.
Provides constructive feedback for improving performance.	Promotes confidence and optimistic attitudes through positive feedback and reinforcement.	Recognizes individual and group achievements and talents across functions.	Communicates a long-term vision that resonates among organization members.	Articulates a vision for where the industry is going in the future, inspiring and mobilizing others to action.
Expresses trust in others and openness to others' ideas, regardless of their job position.	Delegates tasks to team members in order to provide opportunities for growth, offering support and feedback at the same time.	Facilitates teams to understand and align their objectives with cross-functional goals.	Models a genuine passion for the organization's vision, mission, and values, cultivates a feeling of energy, excitement and optimism across the organization.	
Breaks down goals into manageable components for others, reducing anxiety and resistance.	Empowers team members with decision making authority.		Communicates high expectations for self and others, creating an environment where people consistently push beyond expectation.	