

# Leadership: The Continuum of 21st Century Readiness

	Unready	Evolving	Best-in-Class
<b>Humility</b>	Focused on personal career: "What have I done for me"	Focused on the needs of the company: "What have I done for us"	<b>Focused on needs of all stakeholders:</b> "What have I done for others"
<b>Empathy</b>	Lack insight into the needs and motivations of others; defensive	Understands the needs of others; often exhibits rescuing behavior	Focuses on the development of others; <b>empowers a culture of curiosity</b> and learning
<b>Accountability</b>	Individual team focused - lack of understanding of cross-team interdependencies; unclear objectives and measurements; inconsistent decision making	General clarity of roles and objectives; reactive decision making	<b>Strategic plan with full alignment top to bottom;</b> clear accountability and responsibility with succession and transition plans in place; <b>purpose-driven decision-making;</b> willing to take a stand
<b>Resilience</b>	Follower; inability to innovate; comfort with the familiar; personalizes company failures	Reactive to business realities; able to separate company failures from personal shortcomings	Strategic; ability to leapfrog competition through <b>agile response to challenges</b>
<b>Transparency</b>	Reactive; hoards information as a way to manage and maintain power; afraid to take a stand	Responsive; increased knowledge sharing; some reporting and metrics, improved communications and more frequent meetings/checkins	<b>Proactive; committed to ongoing communication;</b> public reporting on key metrics including DE&I and pay equity; <b>committed to taking a stand; thought leader</b>
<b>Inclusivity</b>	Scarcity-driven; unconscious bias; resistant to change; focused on maintaining privileges; no tracking of data; fiefdoms and ingroups	Awareness of DE&I, but lacking individual and team accountability; "Nice to have" but not connected to bottom line	Delivers a world of <b>belonging;</b> diversity and inclusion is built into the <b>DNA of the company</b>