

## Spirit Movers: A Rubric for Transforming Leadership

FACET of Change	Informed (Prepared Way)	Intentional (Purposeful Way)	Inspired (Passionate Way)
<b>Motivation</b> Trust	Rules, Regulations	Values, Principles	Covenants
<b>Relationships</b> Love	Independent	Collegial	Interdependent
<b>Voice</b> Presence	Internal Dialogue	Communication	Deeper Conversation
<b>Vision</b> Courage	Important	Significant	Historic
<b>Talent</b> Passion	Developed	Dedicated	Endowed
<b>Change</b> Optimism	Contentment	Curiosity	Commitment
<b>Time</b> Discernment	Expeditious	Goal Setting	Soul Fulfilling
<b>Decision Making</b> Humility	Isolated	Contextual	Wise
<b>Health</b> Balance	Resilient	Proactive	Holistic
<b>Accountability</b> Truth	Delegation	Ownership	Signature

Levels typically are written as unsatisfactory, proficient, and advanced (highly effective) instead of prepared, purposeful, and passionate. Spirit Movers are listed underneath each facet. Each facet below is put into sentence form describing what all leaders should know and be able to do. (Standard)

**Motivation-** The leader knows and understands the intentions underlying his/her actions.

**Relationships-** The leader is responsible for the character and quality of interactions between him/her and others in the organization.

**Voice-** The leader knows where, when, why, and how to express (both verbally and nonverbally) what matters to the organization.

**Vision-** The leader has the capacity to imagine a preferred future: articulate and clarify that image; and mobilize others toward making it a reality.

**Talent-** The leader refines and focuses his/her natural ability in order to capitalize on his/her gifts for a higher good.

**Change-** The leader orchestrates the organization's future direction and is persistent in staying the course.

**Time-** The leader uses both the quantity and quality of his time to advance the mission and vision of the organization.

**Decision Making-** The leader drives the actions of the org. by considering content, context, and processes.

**Health-** The leader establishes a state of personal and/or organizational well-being in the physical, intellectual, and emotional dimensions.

**Accountability-** The leader accepts responsibility for personal and organizational results.

**Spirit Movers** are the part of the rubric that describe the specific attribute that the leader use to move to higher levels. This is the "life" of the rubric. This enables the leader to improve their performance with greater intention and effectiveness. Leaders ask "What does it take?" For example; What does it take to become an inspired leader?

**Scripts** are given in subsequent chapters to illustrate the kinds of comments a leader might say at a specific level.

**Indicators** are examples to what specific level a leader is functioning.

**RSVP's** serve to challenge the reader to "go deeper"; to make connections to expand and apply the facet within their own experiences.

**Elaborated Rubrics** are included at the end of every chapter.