

STANDARDS FOR HEALTHY LEADING

HEALTHY LEADING STANDARD	MEETING THE STANDARD	PROGRESSING TOWARD THE STANDARD	NOT MEETING THE STANDARD
1.0 HONORS THE BODY			
1.1 Gets an adequate amount of sleep	Leader sleeps 8 hours every night. Dreams about something other than work.	Leader sleeps between 5 and 7 hours every night. Occasionally dreams about work.	Leader sleeps less than 5 hours every night. Most dreams are about work.
1.2 Eats an adequate amount of food	Leader eats at least three meals a day and snacks on healthy food only.	Leader occasionally skips meals when there is no time. Most snacks are healthy.	Leader frequently skips meals and snacks on junk food.
1.3 Visits the doctor and dentist regularly and as needed	Leader has a doctor whom she/he sees on a mutually agreed upon schedule relative to the leader's general health. Leader goes to the doctor or dentist when ill.	Leader goes to the doctor and dentist on a semi-regular schedule, never going for several years without a visit to either doctor or dentist. Leader occasionally visits the doctor or dentist when feeling ill.	Leader has not had a regular check-up in several years. Only sees doctor or dentist in extreme crisis situations.
1.4 Stays home when sick	Leader takes a sick day when sick.	Leader occasionally goes to work when sick. When not at work due to illness, leader continues to work from sick bed.	Leader only stays home from work under extreme circumstances, when physically unable to function. When sick, leader goes to work with illness, spreading germs to entire school population. Leader does not stop working, no matter what the ailment.
1.5 Exercises	Leader has a regular exercise routine that she/he honors on a daily/weekly basis.	Leader occasionally exercises when she/he has the time.	Leader does not exercise.

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2.0 HONORS LOVED ONES			
2.1 Spends time with family and friends	Leader has established boundaries around time with family and friends. Attention is in the present and no energy is dedicated to work.	Leader has porous boundaries around time with family and friends. Occasionally that time is compromised by work-related obligations, checking the BlackBerry, answering phone calls, talking about work, or worrying internally about something work-related.	Leader has no boundaries around personal time with family and friends. Spends most of her/his time at work and/or thinking about work.
2.2 Attends to urgent and important family/friend matters	Leader is available for important and urgent needs of family and friends.	Leader is occasionally available for urgent needs of family and friends, and rarely available for important needs of family and friends.	Leader is unavailable to family and friends in their urgent and important matters.
2.3 Cultivates relationships	Leader invests emotional energy in relationships with family and friends.	Leader invests limited emotional energy in relationships, family and friends.	All of the leader's emotional energy is poured into work at the expense of relationships with family and friends.
2.4 Maintains an active social life with non-work-related people	Leader frequently sees people who have no connection to her/his work life.	Leader occasionally sees people who have no connection to her/his work life.	Leader rarely or never sees people who have no connection to her/his work life.
3.0 HONORS PERSONAL SPACE			
3.1 Creates a pleasing personal space at work	Leader's work space is purposeful and pleasing to the leader.	Leader's work space has some purposeful and pleasing elements, but does not fully meet leader's standards.	Leader's work space is not purposeful or pleasing to the leader.
3.2 Attends to the domestic sphere	Leader's home is a comfortable sanctuary for recuperative time; leader spends quality time at home.	Leader's home provides some comfort, but is not attended to with great care; leader spends limited quality time at home.	Leader's home is not attended to; leader rarely spends time at home.

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4.0 HONORS BOUNDARIES			
4.1 Limits blackberry and cell phone use outside of work time and during meetings	Leader only uses blackberry or cell phone outside of pre-designated work hours in an emergency. Leader limits blackberry and cell phone use during meetings.	Leader occasionally uses blackberry or cell phone outside of work hours and during meetings.	Leader checks blackberry frequently and impulsively, so there is no difference between being on or off work. Leader feels herself or himself to be ‘on call’ at all times. Leader uses work communication devices during meetings and while on vacation.
4.2 Leaves work at a reasonable hour	Leader leaves work with enough time to do something non-work-related and get a good night’s sleep.	Leader generally leaves work with enough time to do something non-work-related and get a good night’s sleep.	Leader stays at work late, at the expense of time for non-work-related activities and sleep.
4.3 Sets aside time during hectic days to think and reflect	Leader holds time on calendar for thinking and reflecting, at least three times per week.	Leader holds time on calendar for thinking and reflecting, between once and three times per week.	Leader does not hold any time on calendar for thinking and reflecting.
5.0 HONORS PERSONAL LIMITS			
5.1 Recognizes hunger and fatigue and responds accordingly	Leader can sense when she/he needs to eat or sleep and responds accordingly with appropriate amounts of food and sleep.	Leader can sense when she/he needs to eat or sleep and occasionally responds accordingly with additional food and sleep.	Leader only senses hunger and fatigue when she/he is famished or exhausted and has to stop working to eat or sleep; leader occasionally crashes.
5.2 Forgives oneself for errors and limitations	Leader accepts errors and missteps as a part of everyday leading and does not spend energy rehashing problems, ruminating on what could have been, chastising self for any errors made, or criticizing self for limitations.	Leader accepts errors and missteps as a part of everyday leading, but still spends some energy rehashing problems, ruminating on what could have been, chastising self for any errors made, or criticizing self for limitations.	Leader expects to lead free of errors or missteps and spends considerable energy rehashing problems, ruminating on what could have been, chastising self for any errors made, or criticizing self for limitations.
5.3 Understands the need for recuperative time in order to lead effectively	Leader regularly disengages from work in order to gain perspective, recharge, and reengage with energy.	Leader occasionally disengages from work in order to gain perspective, recharge, and reengage with energy.	Leader rarely disengages from work in order to gain perspective, recharge, and reengage with energy.

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5.4 Understands what one can and cannot control	Leader understands the limits to her or his control.	Leader recognizes that she/he cannot control everything, occasionally trying to alter events and people beyond her/his power.	Leader does not recognize the difference between the people and events over which she/he has control and tries frequently to alter events and people well beyond her/his power.
6.0 PAYS ATTENTION TO THE SIGNALS THAT SOMETHING NEEDS TO CHANGE			
6.1 Listens when family/friends express concern about work/life balance and adjusts accordingly	Leader is immediately responsive to family/friends when they express concerns about work/life balance and adjusts behaviors, schedules, and approaches to work to achieve more balance.	Leader is eventually responsive to family/friends when they express concerns about work/life balance and adjusts behaviors, schedules, and approaches to work to achieve more balance.	Leader grows defensive when family/friends express concern about work/life balance, makes excuses for and/or justifies imbalances based on work demands.
6.2 Attends to physical, emotional, and psychological symptoms of stress or overwork	Leader is aware of her/his physical manifestations of stress, is in touch with her/his own signals of stress, and practices stress reduction techniques (e.g., breathing exercises, yoga, meditation, acupuncture, exercise, etc.) regularly.	Leader is somewhat aware of her/his physical manifestations of stress, is more or less in touch with her/his own signals of stress, and practices stress reduction techniques (e.g., breathing exercises, yoga, meditation, acupuncture, exercise, etc.) in response to excessive stress.	Leader is unaware of her/his physical manifestations of stress, is not in touch with her/his own signals of stress, and does not practice stress reduction techniques of any kind.
6.3 Monitors energy levels throughout the day and week to ensure steadiness and stamina	Leader works in accordance with her/his energy levels, always making sure that she/he has sufficient energy by pacing the workload and delegating to trusted colleagues.	Leader attempts to pace the work in accordance with her/his energy levels.	Leader puts forth great amounts of energy early on, and comes up short for the long-haul.
6.4 Seeks counsel and support when under stress	Leader has a full system of support for managing stress, which includes family, friends and health-care professionals.	Leader has a partial system of support for managing stress.	Leader does not have an identifiable system of support for managing stress.

* Based on the 2004 NYC Leadership Academy Performance Matrix developed in cooperation with the Center for Performance Assessment.