

# Individual Thought Leader Assessment Rubric

This rubric provides standardised scoring guidelines for evaluating Cognitive Leaders across the eight assessment domains. Every domain is measured against a 1-5 scale for both **Input Factors** (Capability/Effort) and **Output Factors** (The 4 R's: Impact).

## I. Universal Input Factors (Capability & Effort)

Applied to all 8 domains to measure the intensity and quality of the expert's engagement.

Score	Density	Complexity & Scale	Role Seniority	E2E Delivery
1	Occasional or reactive involvement in the domain.	Handles routine tasks with established precedents.	Operates as a contributor under close supervision.	Involvement limited to a single project phase.
2	Regular participation; a secondary focus of the role.	Manages moderate ambiguity within a single SBU.	Independent contributor with some peer-review duties.	Navigates multiple phases but requires hand-offs.
3	Baseline: Primary domain of focus for the expert.	Handles high ambiguity and cross-functional challenges.	Leads workstreams and is accountable for specific deliverables.	Baseline: Successfully moves concepts from start to finish.
4	Sustained intensity; the recognized "go-to" for the domain.	Manages systemic, high-stakes challenges across the firm.	Senior authority; signs off on technical/commercial strategy.	Drives lifecycle delivery across complex, multi-year projects.

<b>5</b>	Continuous, immersive focus; defines the domain for the SBU.	Addresses unprecedented, "wicked" problems for the industry.	Ultimate accountability; shapes firm-wide policy and standards.	Pioneer of new delivery models that define the "Firm Way."
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## II. External Domain Output Factors (Market Impact)

These factors measure the "4 R's" for **Sectoral, Client, Technical, and Branding** domains.

Score	Reach (Visibility)	Revenue (Commercial)	Reputation (Authority)	Reusability (Legacy)
<b>1</b>	Engagement limited to immediate project team.	No direct link to commercial outcomes.	Viewed as a reliable "vendor" or executor.	Insights are "locked" in the individual's mind.
<b>2</b>	Visible at the local office or specific SBU level.	Supports small-scale follow-on work.	Trusted for competent delivery within a niche.	Some informal sharing of notes or basic templates.
<b>3</b>	National or sector-wide visibility (e.g., industry forums).	Directly tied to significant project wins or retention.	Cited by clients and peers as a "Subject Matter Expert."	Baseline: Creates reusable case studies or standardized IP.
<b>4</b>	Sustained presence in top-tier industry media/events.	Catalyst for multi-million dollar account growth.	Recognized as a "Trusted Advisor" at the C-suite level.	IP is codified into tools used by multiple teams.
<b>5</b>	Global industry authority; sets the market narrative.	Creates entirely new service lines or market territories.	Defined as the "Gold Standard" or industry luminary.	IP is institutionalized as a firm-wide automated asset.

### III. Internal Domain Output Factors (Firm Impact)

These factors measure the "4 R's" for **Methodology, Relationships, Tech, and Ethics** domains.

Score	Reach (Internal Spread)	Revenue (Efficiency)	Reputation (Culture)	Reusability (Scalability)
1	Only immediate colleagues are aware of the work.	No impact on project margins or delivery speed.	Known for following existing rules only.	Work is highly manual and non-transferable.
2	Adopted by a single project team or small office.	Minor improvements in localized delivery speed.	Seen as a helpful mentor to 1-2 juniors.	Basic documentation created but rarely reused.
3	Used across an entire SBU or service line.	<b>Baseline:</b> Measurable reduction in "Time-to-Delivery."	Known as a "Culture Carrier" and active mentor.	<b>Baseline:</b> Standardized tools adopted across the SBU.
4	Cited as a best practice by firm leadership.	Significant margin expansion via process optimization.	Influences SBU-wide strategy and ethical standards.	Automated workflows enable scaling to other markets.
5	Embedded into the firm's global operating model.	Transformation of the firm's cost or delivery structure.	Shapes the firm's fundamental values and "Internal DNA."	AI-augmented assets allow for near-infinite replication.

## IV. TEP Alignment Guardrails

When scoring, the Calibration Panel must ensure scores align with the expert's **Target Expert Profile (TEP)**:

- **Market Guru:** Must achieve a **5** in **Reach** and **Reputation** across External Domains.
- **Relationship Builder:** Must achieve a **5** in **Revenue (Retention)** and **Reputation (Trust)**.
- **Technical Expert Leader:** Must achieve a **5** in **Reputation (Precision)** and **Reusability**.
- **Knowledge Orchestrator:** Must achieve a **5** in **Reusability** across Internal Domains.
- **Transformation Architect:** Must achieve a **5** in **Complexity (Inputs)** and **Revenue (Impact)**.