Competency Map (21 Skills) & Rubric Samples

A1. The 21 Skills Profile (as used in the program)

Skills are organized into three pillars. Starred items (*) are **attitudes** assessed via observation and reflection alongside skill rubrics.

Team Learner (1–7) 1) **Data Processing / IT Skills** — Handling information and tools (including AI) for analysis and automation.
2) **Team Learning Skills** — Dialogue, peer learning, and knowledge sharing.
3) **Personal Skills / Attitudes Toward Learning** — Self-development habits and growth mindset.
4) **Creativity Skills** — Generating and applying novel ideas.
5) **International Skills** — Intercultural awareness and collaboration.
6) **Communication Skills** — Clear written, visual, and oral expression.
7) **Initiative*** — Proactive experimentation and follow-through.

Team Leader (8–14) 8) **Self-Leadership Skills** — Personal management, resilience, and reliability.
9) **Project Leading Skills** — Planning, scoping, and delivering projects with teams.
10) **Team Leadership Skills** — Building trust, motivating, and aligning diverse teams.
11) **Planning Skills** — Organizing work, methods, and resources.
12) **Team Coaching Skills** — Facilitating group growth and learning.

13) **Strategic Skills** — Weighing alternatives, systems view, and long-range thinking.
14) **Courage to Make Choices / Goal Orientation*** — Decisive goal-setting and prioritization under uncertainty.

Teampreneur (15–21) 15) **Service / Negotiation / Selling Skills** — Ethical client development and relationship management.
16) **Understanding of Financial Issues** — Budgeting, pricing, and basic financials.
17) **Marketing Skills** — Positioning, messaging, and channel experiments.
18) **Innovation Skills** — Designing, testing, and iterating new solutions.
19) **Entrepreneur's Modelling / Theory Skills** — Applying business models and learning theory to practice.
20) **Networking Skills** — Building and tending professional networks.
21) **Courage / Desire to Break Boundaries*** — Bold, principled action beyond comfort zones.

A2. Evidence & Typical Artifacts

Evidence & Typical Artifacts Evidence & Typical Artifacts We score evidence you actually produce: proposals, budgets, deliverables, CRM snapshots, facilitation plans, reading essays, reflection journals, stakeholder testimonials, and public showcase artifacts. Portfolios should include short context notes (problem → actions → results) for each item.

A3. Universal 5-Level Rubric (applies to the 18 skills)

(Attitudes have tailored observation rubrics in A4.)

Level	Initiative & Ownership	Method & Process	Evidence & Quality	Stakeholder Value	Reflection & Adaptation
5 Expert	Leads others; anticipates risks; scales practices	Adapts methods to context; teaches peers	Multiple high-quality artifacts; external validation	Clear, repeatable value; referrals/repeat work	Critical insights; changes team norms
4 Strong	Self-directed; reliable	Applies appropriate methods fluently	Complete artifacts meeting acceptance criteria	Tangible value; positive testimonials	Specific insights; visible improvements
3 Proficient	Owns tasks with light prompting	Follows method correctly	Adequate artifacts; minor gaps	Basic value delivered; stakeholders satisfied	Honest reflection; next steps defined

Level	Initiative & Ownership	Method & Process	Evidence & Quality	Stakeholder Value	Reflection & Adaptation
2 Emerging	Needs prompts/reminders	Partial or inconsistent method use	Partial artifacts; variable quality	Limited value; mixed feedback	General reflections; limited application
1 Basic	Waits for direction	No clear method	Sparse or missing artifacts	No clear value	Minimal reflection

Scoring: Each skill is scored 1–5 per sprint, with the most recent sprint weighted 2× to reward growth. Micro-badges are awarded at ≥3 across two consecutive sprints per skill; Advanced badges require ≥4 with at least one external endorsement.

A4. Detailed Rubric Samples (selected skills & attitudes)

A4.1 Data Processing / IT Skills
- **5 Expert:** Automates/analyses with appropriate tools (e.g., spreadsheets, scripts, AI) and documents pipelines for the team. *Evidence:* data workflow, reproducible files, dashboard.
- **4 Strong:** Cleans and analyses data accurately; chooses fit-for-purpose tools; shares templates. *Evidence:* analysis notebook, versioned files.
- **3 Proficient:** Performs basic analysis; follows templates accurately. *Evidence:* tidy spreadsheet; basic chart with notes.
- **2 Emerging:** Irregular structure; errors; undocumented sources. *Evidence:* messy sheet; missing notes.
- **1 Basic:** Avoids tools; manual, error-prone handling. *Evidence:* none/minimal.

A4.2 Team Learning Skills
- **5 Expert:** Designs/hosts learning sessions; spreads practices across team. *Evidence:* session plan, harvest notes, peer feedback.
- **4 Strong:** Contributes actively; captures insights; closes loops. *Evidence:* dialogue notes, action log.
- **3 Proficient:** Participates constructively; shares resources. *Evidence:* reading share, meeting notes.
- **2 Emerging:** Passive/uneven participation. *Evidence:* sporadic notes.
- **1 Basic:** Disengaged; no contributions. *Evidence:* none.

A4.3 Self-Leadership Skills
- **5 Expert:** Models reliable habits; mentors peers; resilient under pressure. *Evidence:* personal OKRs; crisis plan; peer kudos.
- **4 Strong:** Meets commitments; manages energy/time well. *Evidence:* weekly plan; habit tracker.

- **3 Proficient:** Delivers most commitments; adjusts with notice. *Evidence:* task board; calendar.
- **2 Emerging:** Misses deadlines; unclear priorities. *Evidence:* gaps in tracker.
- **1 Basic:** Frequently unreliable; no plan. *Evidence:* none.

A4.4 Project Leading Skills
- **5 Expert:** Delivers complex, multi-party projects; manages change; conducts AARs and re-tools processes. *Evidence:* SOW, Gantt, acceptance sign-off, AAR.
- **4 Strong:** Delivers to scope/time/budget; risks tracked. *Evidence:* plan; risk log; acceptance email.
- **3 Proficient:** Meets acceptance criteria on defined tasks. *Evidence:* task plan; checklist.
- **2 Emerging:** Incomplete scoping; slippage; unclear owners. *Evidence:* partial plan.
- **1 Basic:** Unstructured; deliverables rejected. *Evidence:* N/A.

A4.5 Service / Negotiation / Selling Skills
- **5 Expert:** Runs ethical, multi-step pipeline; segments ICPs; wins repeat work; coaches peers. *Evidence:* CRM export; proposals; closed-won log.
- **4 Strong:** Keeps pipeline current; conducts discovery; closes simple deals. *Evidence:* scripts; meeting notes; proposal.
- **3 Proficient:** Books meetings; follows a discovery template. *Evidence:* outreach list; notes.
- **2 Emerging:** Sporadic outreach; weak notes; unclear next steps. *Evidence:* ad-hoc list.
- **1 Basic:** No consistent pipeline. *Evidence:* none.

A4.6 Understanding of Financial Issues
- **5 Expert:** Builds/reads simple P&L; prices using unit economics; advises peers. *Evidence:* budget, invoices, cash tracker.
- **4 Strong:** Budgets accurately; tracks burn; reconciles costs. *Evidence:* budget vs actuals.
- **3 Proficient:** Uses a template; basic pricing; submits clean invoices. *Evidence:* spreadsheet; invoice.
- **2 Emerging:** Arithmetic/structure errors; late tracking. *Evidence:* messy sheet.
- **1 Basic:** Avoids budgeting; no visibility. *Evidence:* none.

A4.7 Strategic Skills
- **5 Expert:** Frames options with system impacts; sets/changes strategy with clear criteria. *Evidence:* decision memo; prioritization matrix.
- **4 Strong:** Aligns goals and resources; revisits bets. *Evidence:* roadmap; OKRs.
- **3 Proficient:** Uses simple criteria; sequences tasks. *Evidence:* backlog w/ priorities.
- **2 Emerging:** Chooses by habit; little analysis. *Evidence:* thin notes.
- **1 Basic:** No criteria; reactive. *Evidence:* none.

A4.8 Attitude: Initiative*
- **Observable indicators:** Volunteers for uncertain tasks; tests ideas; closes loops without prompting.
- **Growth evidence:** small experiments, post-mortems, reflection entries.

A4.9 Attitude: Courage to Make Choices / Goal Orientation*
- **Observable indicators:** Makes time-bound choices with rationale; says no when needed; re-sets goals after learning.
- **Growth evidence:** trade-off memos; revised plans; team acknowledgements.

A4.10 Attitude: Courage / Desire to Break Boundaries*
- **Observable indicators:** Seeks diverse perspectives; challenges assumptions respectfully; initiates cross-boundary collaborations.
- **Growth evidence:** partner outreach; co-created prototypes; stakeholder feedback.

A5. Aggregation, Badging & Moderation

- **Aggregation:** 21 items scored each sprint (18 skills with 5-level rubric + 3 attitudes with observation rubric). Latest sprint weighted 2×.

- **Badging:** Micro-badges at ≥3 across two consecutive sprints; **Advanced** at ≥4 with one external endorsement (client, partner, or moderator).

- **Moderation:** Quarterly external sample review; calibration sessions; artifact spot checks.

- **Certificate Gate:** Average ≥3.2 across Enterprise & Teampreneur skills and ≥3.0 across Leadership skills; at least one public showcase and one client testimonial in the portfolio.

Appendix B — External Framework Alignment (Why These 21 Skills Matter Now)

Purpose. This appendix shows how the Tiimiakatemia® 21 skills map to widely recognized frameworks so employers, civic partners, and accreditors can see immediate relevance. The crosswalks below use our exact skill codes (T01–T07 Team Learner, TL08–TL14 Team Leader, TY15–TY21 Teampreneur) and point to the kinds of **evidence artifacts** we include in learner portfolios.

B1. LinkedIn's High-Potential Soft Skills → Tiimiakatemia® Crosswalk

LinkedIn Soft Skill	Aligned Tiimiakatemia® Skills	How We Evidence It (Examples)
Adaptability	T03 (Personal Skills / Attitudes Toward Learning), T04 (Creativity), TL14 (Courage to Make Choices /	Sprint pivot notes; change-log; before/after plan; reflection on trade-offs; revised OKRs.

LinkedIn Soft Skill	Aligned Tiimiakatemia® Skills	How We Evidence It (Examples)
	Goal Orientation*), TY21 (Courage / Desire to Break Boundaries)*	
Culture Add	T05 (International Skills), T07 (Initiative*), TY20 (Networking), TY21 (Courage / Desire to Break Boundaries)*	Intercultural case write-ups; partner/stakeholder map; networking plan; outreach artifacts.
Collaboration	T02 (Team Learning), T06 (Communication), TL10 (Team Leadership), TY15 (Service / Negotiation / Selling)	Dialogue harvest notes; team charter; client call notes; co-created deliverables.
Leadership	TL08 (Self-Leadership), TL09 (Project Leading), TL10 (Team Leadership), TL12 (Team Coaching)	Role rotation feedback; project plan/retrospective; facilitation agenda; 360° feedback.
Growth Potential	T03 (Personal Skills), T07 (Initiative*), TL11 (Planning), TY19 (Entrepreneur's Modelling / Theory)	Learning contract updates; experiment logs; roadmap; theory-to-practice memo.
Prioritization	TL08 (Self-Leadership), TL11 (Planning), TL13 (Strategic), TL14 (Courage to Make Choices / Goal Orientation*)	Prioritization matrix; scope decision memo; weekly cadence plan; "stop-doing" list.

*Starred items denote attitudes assessed through observation and reflection alongside skill rubrics.

B2. Inner Development Goals (IDG) → Tiimiakatemia® Crosswalk

IDG Dimension	Aligned Tiimiakatemia® Skills	Relevance in Practice
Being (e.g., self-awareness, presence)	T03 (Personal Skills), TL08 (Self-Leadership), TY21 (Courage / Break Boundaries*)	Builds resilience, purpose, and mindful action through reflection and courageous goal-setting.

IDG Dimension	Aligned Tiimiakatemia® Skills	Relevance in Practice
Thinking (e.g., critical thinking, long-term perspective)	T01 (Data Processing / IT incl. AI), TL13 (Strategic), TY19 (Entrepreneur's Modelling / Theory)	Analytical and future-oriented judgment; data-informed strategy; model-based decisions.
Relating (e.g., empathy, connection)	T06 (Communication), T05 (International), TY20 (Networking)	Empathic, cross-cultural collaboration; community listening and coalition-building.
Collaborating (e.g., teamwork, co-creation)	T02 (Team Learning), TL10 (Team Leadership), TY15 (Service / Negotiation)	Collective problem-solving with clients; inclusive facilitation; shared wins.
Acting (e.g., courage, initiative)	T07 (Initiative*, TL14 (Courage to Choose)*, TY18 (Innovation)	Proactive, experimental action in real contexts; small bets and rapid learning.

B3. CPA Competency-Based Experience Pathway → Tiimiakatemia® Crosswalk

Professional Competencies

CPA Competency	Aligned Tiimiakatemia® Skills	Evidence in Portfolio
Ethical Behavior	T03 (Personal Skills), TL08 (Self-Leadership)	Ethics memo; consent/risk checklist; integrity reflection.
Critical Thinking & Professional Skepticism	T01 (Data / IT incl. AI), TL13 (Strategic)	Data audit trail; assumptions log; challenge memo.
Communication	T06 (Communication), TY15 (Service / Negotiation)	Client brief; executive one-pager; negotiation summary.
Collaboration, Teamwork & Leadership	T02 (Team Learning), TL10 (Team Leadership), TY20 (Networking)	Team charter; stakeholder map; retrospective notes.
Self-Management & Continuous Learning	T03 (Personal Skills), TL08 (Self-Leadership)	Learning plan; cadence tracker; reflection notes.

CPA Competency	Aligned Tiimiakatemia® Skills	Evidence in Portfolio
Business Acumen	TL13 (Strategic), TY16 (Financial Issues)	Pricing model; unit economics; industry scan.
Technology Mindset	T01 (Data / IT incl. AI), TY18 (Innovation)	Tooling stack; automation snippet; data privacy note.

Technical Competencies

CPA Area	Aligned Tiimiakatemia® Skills	Evidence in Portfolio
Audit & Assurance	T01 (Data / IT), TY16 (Financial Issues)	Sampling plan; workpapers; reconciliation; issue log.
Taxation	TY16 (Financial Issues), TY19 (Modelling / Theory)	Tax scenario model; assumptions; compliance checklist.
Business & Financial Reporting (incl. NFP/Gov)	TY16 (Financial Issues), TY19 (Modelling / Theory)	P&L / cash-flow; variance analysis; reporting memo.

This mapping supports candidates pursuing CPA pathways by grounding professional and technical competencies in **evidence-based artifacts**.

B4. Skills for the Emerging Future (WEF & McKinsey) → Tiimiakatemia® Crosswalk

Future-Facing Category	Aligned Tiimiakatemia® Skills	Evidence in Practice
Technological Skills (AI, big data, digital literacy)	T01 (Data / IT incl. AI), TY18 (Innovation)	Data pipeline; AI-assisted analysis; automation notes; model caveats.
Cognitive & Creative Skills (analytical & creative thinking)	T04 (Creativity), TL13 (Strategic), TY19 (Modelling / Theory)	Problem framing; ideation outputs; decision memos; prototypes.
Interpersonal & Influence (communication, teamwork, social influence)	T06 (Communication), T02 (Team Learning), TL10 (Team Leadership), TY20 (Networking)	Facilitation agendas; 360° feedback; partner endorsements.
Self-Efficacy & Adaptability (resilience, flexibility, learning)	T03 (Personal Skills), TL08 (Self-Leadership), TL14 (Courage to Choose*)	Growth plan; habit tracker; pivot reflections.

Future-Facing Category	Aligned Tiimiakatemia® Skills	Evidence in Practice
Leadership & Stewardship (leading change, public value)	TL10 (Team Leadership), TL12 (Team Coaching), TY21 (Courage / Break Boundaries*)	Change story; community charter; public showcase artifacts.

How to read these tables. Each alignment shows **which skill codes** are developed and **what evidence** appears in portfolios—so employers and accreditors can quickly verify readiness.

B5. Graduate Story Prompts (for interviews)

Use these prompts to turn portfolio artifacts into concise, employer-friendly narratives: - **Adaptability:** "Tell me about a time you had to pivot." → Share sprint pivot, decision criteria, and outcome. - **Collaboration:** "Tell me about a difficult team project." → Show team charter, conflict tool, and result. - **Leadership:** "How did you motivate a team?" → Highlight rotation stories, facilitation plan, and 360° feedback. - **Technology Mindset:** "How did you use AI responsibly?" → Show data pipeline, QA steps, and bias checks.

End of Appendix B.

Executive Summary — What's Proven & Why It Matters

- **Research backbone.** Our pedagogy operationalizes Senge's learning-organization disciplines together with u-school/Theory U presencing and anticipatory systems. In plain language: teams learn to *see systems*, *practice in public*, and *ship value*.
- **Evidence arc.** Eight years of qualitative practice (team diaries, testimonials, observer notes) with visible outputs (MVPs, public showcases) and *system signals* (partner MOUs, policy briefings).
- **External validation.** Recognition and partnerships (e.g., Ashoka U, civic and industry partners) confirm relevance beyond the classroom.

Theory of Change — Method-in-Action Pipeline

A repeatable flow that connects method → practice → outcomes. Each stage yields portfolio artifacts and demonstrates specific items from the **21-skill map** (Appendix A).

1) **Sense & Vision** — *Input:* partner need; stakeholders. *Practice:* vision sketching, goals, roles. *Output:* vision one-pager + stakeholder map. *Evidence:* PDF/slide + meeting notes; skills: Communication, Planning, Self-Leadership.

2) **See the System** — *Practice:* Iceberg (events→patterns→structures→mental models), causal-loop diagram with leverage points. *Output:* CLD + leverage hypotheses. *Evidence:* diagrams + rationale; skills: Strategic, Creativity, Data/IT.

3) **Community Kinetics** — *Practice:* public/u-school work sessions (libraries, campuses); interviews, site visits. *Output:* insights log + opportunity backlog. *Evidence:* interview notes + affinity map; skills: Team Learning, Communication, Networking, International.

4) **Prototype** — *Practice:* small bets (1–2-week MVPs) in public. *Output:* prototype + acceptance criteria. *Evidence:* demo, usage data, budget; skills: Innovation, Financial Issues, Service/Selling, Project Leading.

5) **Review & Learn** — *Practice:* after-action reviews, 360° feedback, reading circles. *Output:* improvement plan + rubric snapshots. *Evidence:* AAR notes + rubric ratings; skills: Personal Learning, Team Coaching, Planning.

6) **Ripples (Policy/Partnership Signals)** — *Practice:* share loops + evidence with decision-makers. *Output:* briefing deck, memo, MoU. *Evidence:* invitations, endorsements; skills: Team Leadership, Strategic, Communication, Courage/Goal Orientation*.

7) **Iterate/Scale** — *Practice:* next sprint and, where appropriate, **incorporation** (SPC/NPO) for stewardship. *Output:* backlog v2, basic governance, budget. *Evidence:* bylaws, roles, P&L; skills: Financial, Entrepreneur's Modelling/Theory, Networking, Courage/Break Boundaries*.

Program Model — How This Fixes University Irrelevance

- **Personal Mastery** → habits, self-management, and reliability are coached weekly through public deliverables (not just grades).
- **Shared Vision** → teams co-create aims with community partners; vision is revisited each sprint and pressure-tested by evidence.
- **Mental Models** → iceberg + loop work make hidden assumptions explicit and revisable.
- **Team Learning** → dialogue, facilitation, and peer-to-peer critique are timetabled practices, not extras.
- **Systems Thinking** → CLDs and leverage hypotheses connect projects to civic and market structures.
- **Anticipation & Presencing (u-school)** → teams sense the emerging future and prototype into it—on campus, in libraries, and in the open.

Competency Outcomes — The 21 Skills in Use

The 21 skills are **demonstrated in the pipeline**, not lectured about. Examples: Communication (stakeholder interviews, briefs), Strategic (leverage mapping), Innovation (MVPs), Financial Issues (simple P&L/pricing), Service/Selling (ethical discovery), Networking (partner outreach), plus three attitudes (Initiative*, Courage/Goal Orientation*, Courage/Break Boundaries*). See **Appendix A** for rubrics and artifacts.

Evidence of Impact — Exemplar Vignette

A Washington team was invited to brief a legislative caucus after sharing an iceberg and loop-based analysis with early prototype results. The flow: partner vision → iceberg/loops expose structure → two rapid MVPs in a public setting → AAR + metrics → briefing invitation → next-sprint plan with a civic partner. This illustrates how **community kinetics** become actionable signals for policy and partnership.

Operations & Governance — Learning by Incorporating

Where appropriate, teams formalize as **social purpose companies or nonprofits** to practice stewardship, budgeting, compliance, and servant leadership. Governance roles rotate; quarterly retros calibrate culture and accountability. This turns incorporation into a **learning modality**, not just a legal step.

Assessment & Rigor — How We Know It Works

We use **triangulation** (team diaries, testimonials, observer notes), a light **audit trail** (memos, code decisions), **peer-debrief** on samples, and selective **intercoder** checks. Portfolios gather artifacts per stage; rubrics (5-level) score growth; public showcases provide external validation.

Network & Scale — Ecosystem View

Insert **Figure: CTA Network** (green **u**-badged hubs; grey partner/platform nodes). Hubs accelerate replication (shared methods, exchanges, coaching). Public libraries and campuses host visible, low-friction practice; regional partners enable exchanges.

Outcomes — Table 1 (Selected Projects & System Signals)

Venture/Project	Practices Used	MVP/Output	System Signal	Where in Network
Recycling micro-pilot	Vision, Iceberg, CLD, Prototype, AAR	Sorting station + data	City facilities intro	Library hub (u-school)
Veteran reintegration sprint	Vision, Interviews, Prototype	Peer support playbook	Nonprofit MoU	Campus hub (u-school)
Apiculture workshop	Vision, CLD, Prototype	Workshop + budget	Coop partnership	Regional partner

Note: "u-school" uses a plain hyphen across the document to avoid encoding issues.

Personal Mastery — What We Do (Practices, Artifacts, Cadence)

Grounding. Personal Mastery draws on Senge's Learning Organization and Robert Fritz's creative tension: hold a clear **personal vision** while seeing **current reality** truthfully, then **choose** the next step.

Weekly practice stack

1) **Draw Forth a Personal Vision.** Solo, uninterrupted (≈60 min). Define what you really want and how you'll know you're there. Use concrete descriptors across domains (Self-Image, Tangibles, Home, Health, Relationships, Work, Personal Pursuits, Community, Other, Life Purpose).

2) **Learning Compass / Contract.** Answer: Where do I come from? Where am I now? (Moments of Awareness) Where am I going? How do I get there this year? How will I know? Produce a one-pager and revisit with your coach/team.

3) **Moments of Awareness (MA).** A micro-practice to **manage your temper and build emotional intelligence**. Use it before decisions or when upset: **Pause → Breathe → Name the emotion → Note the thought → Clarify what you want → Choose a response.** Prompts: *What am I doing/feeling/thinking/want right now? What am I doing that prevents me from getting what I want?* Pair MA with dialogue and active listening. → **Evidence:** MA log entry; reflection note; observed change in response.

4) **Coaching Prompts.** "If you could have it, would you take it? What would it bring you?" Follow with **5 Whys** to uncover leverage in mental models.

5) **Sprint Goals from Vision.** Convert vision/compass into near-term goals and acceptance criteria. Make assumptions explicit (iceberg) and capture trade-offs.

6) **Design Thinking in Public.** Run quick stakeholder visits, pre-plan, and report back: What problem can we solve or benefit can we create as a team?

Artifacts & evidence

- Personal Vision doc; Learning Compass/Contract; MA log; dialogue notes; sprint goals; MVP/experiment card.

Rubric mapping (Appendix A)

- **Self-Leadership**, **Personal Learning**, **Planning**, **Communication**, **Team Learning**, **Strategic**. Attitudes: **Initiative***, Courage/Goal Orientation*.

Team Coaching — Cadence & Protocols (Twice Weekly, 4 Hours Each — ~8 Hours/Week)

Purpose. Hold disciplined space for learning-in-action: surface blockers, make decisions, and commit to small, testable experiments.

Schedule. Two sessions per week (≈4 hours each, ~8 hours total) led by a **Tiimiakatemia Certified Faculty** head coach.

Method. Structured dialogue (voicing, listening, suspending, respecting) followed by Action Learning when a sprint blocker appears.

Typical session arc 1) Check-in and review of sprint goal + acceptance criteria. 2) Blockers board: each member names impediments; team clusters and selects 1–2 to tackle. 3) Action Learning cycle (for each selected blocker): - *Problem owner* states the challenge. - Team asks clarifying questions (no advice yet). - Collective analysis (iceberg/loop lens where useful). - Define **experiments** (Plan→Do→Study→Act), owners, and time box. 4) Commitments and visibility: update backlog, owners, and due dates. 5) Short reflection: what changed in our understanding; who needs help before next session.

Reading cadence. Per sprint: **2 short essays → 1 synthesis note** (shared with the team).

Just-in-time learning. Two micro-presentations per sprint (5–7 minutes each) triggered by current blockers (e.g., pricing, interview craft, data hygiene). Slide-light, artifact-heavy.

Portfolio. Artifacts **uploaded every sprint** and **presented in a public setting** (library/campus showcase): experiment cards, AAR notes, briefings, analysis visuals.

Rubric Rationale — Why the Universal 5-Level Rubric Applies to 18 Skills (Not All 21)

We intentionally evaluate **18 applied skills** with the Universal 5-Level Rubric (1=Basic → 5=Expert) and treat **3 starred items** as **attitudes** measured differently:

- ****Starred attitudes (*):**** Initiative, *Courage/Goal Orientation*, Courage/Break Boundaries*.
- **Why not score them like the others?** They are cross-cutting dispositions (motivation, risk posture, boundary-pushing) that can be distorted by point-chasing. We capture them through **observed behavior + reflection** rather than artifact quality alone.

How we assess attitudes - **Observation rubric** (e.g., Absent → Emerging → Present → Exemplary) recorded each sprint by the head coach, with one short evidence note. - **Reflection prompts** in journals ("What did you choose to start/stop this week? What boundary did you test? Why?") - **Gating rules** (examples): - Certificate eligibility requires attitudes **Present or above** in the **last two sprints**. - If an attitude is **Absent** for a sprint, the coach sets one targeted behavior for the next sprint and reviews it in the following session.

Why 5-level works for the 18 skills - These are **applied, artifact-bearing** skills (e.g., Communication, Strategic, Data/IT, Project Leading, Service/Selling). Teams can show

method use, completeness, quality, and impact—cleanly differentiable across five performance bands. - The rubric supports **coaching** (clear next-step descriptors) and **moderation** (sample artifacts can be calibrated across teams).

Aggregation (unchanged) - 21 items scored each sprint (**18 skills** via 5-level rubric + **3 attitudes** via observation). - Latest sprint weighted 2x; public showcase and at least one external endorsement required for the final credential.

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