



P.I.E. Career Scorecard

Rate your current career position across Performance, Image, and Exposure - then rebalance your effort for the next 30 days.

LEADERSHIP FROM THE HELM

Tools Today. A Stronger Tomorrow.

A practical workbook for professionals and emerging leaders who want to navigate organizations with intention, build meaningful influence, and lead authentically.

HOW TO USE THIS WORKBOOK

- 1 Type directly into the fillable fields or print and write by hand.
- 2 Answer for the organization and role you actually have - not the one you wish you had.
- 3 Return to the workbook every 90 days. Leadership and organizational terrain change.



Performance

What results do you consistently deliver?

THE IDEA

Performance is the quality and value of the work you deliver. Excellence matters - but performance alone rarely tells the full career story.

PERFORMANCE ASSESSMENT

- | | | | |
|---|--|-----|----------------------|
| 1 | I consistently deliver work that meets or exceeds the standard for my role. | 1-5 | <input type="text"/> |
| 2 | I can quantify the value I create using results, time saved, revenue, cost, quality, readiness, or mission impact. | 1-5 | <input type="text"/> |
| 3 | I maintain an accomplishment record rather than relying on memory at review time. | 1-5 | <input type="text"/> |
| 4 | I am trusted with difficult work because I have demonstrated technical competence and reliability. | 1-5 | <input type="text"/> |
| 5 | My performance demonstrates readiness for responsibilities beyond my current job description. | 1-5 | <input type="text"/> |

PERFORMANCE SUBTOTAL (5-25)

Evidence: What are the 3 strongest results you can prove?

Risk: Where are you doing valuable work that is not being measured or credited?



Image

What do people believe about you when you are not in the room?

THE IDEA

Image is your professional reputation: the pattern of expectations people attach to your name. The goal is not performance theater. It is alignment between your authentic strengths and the reputation required for your next level.

IMAGE ASSESSMENT

- | | | | |
|---|---|-----|----------------------|
| 1 | I can describe the professional reputation I am intentionally building in one sentence. | 1-5 | <input type="text"/> |
| 2 | My manager and peers see me as someone who brings solutions, judgment, and constructive energy. | 1-5 | <input type="text"/> |
| 3 | My communication, preparation, and presence reinforce the level of responsibility I want next. | 1-5 | <input type="text"/> |
| 4 | I receive credit for my ideas and contributions, and I correct the record professionally when I do not. | 1-5 | <input type="text"/> |
| 5 | The way influential leaders describe me is broadly consistent with how I want to be known. | 1-5 | <input type="text"/> |

IMAGE SUBTOTAL (5-25)

My intended professional brand: "I want to be known as the person who..."

Perception gap: What evidence suggests others may see you differently?



Exposure

Who knows what you do - and who can act on that knowledge?

THE IDEA

Exposure is visibility with the people, networks, and forums that influence opportunity. Visibility is not the same as self-promotion; it is making sure decision-makers can accurately connect your name to your value.

EXPOSURE ASSESSMENT

- | | | | |
|---|--|-----|----------------------|
| 1 | Decision-makers beyond my immediate supervisor know who I am and what I contribute. | 1-5 | <input type="text"/> |
| 2 | I have regular opportunities to present, brief, lead, publish, represent, or contribute in visible settings. | 1-5 | <input type="text"/> |
| 3 | I have at least one sponsor or senior advocate who will speak for me when I am not in the room. | 1-5 | <input type="text"/> |
| 4 | My internal network includes people above, beside, and below me who voluntarily share information and opportunities. | 1-5 | <input type="text"/> |
| 5 | I deliberately build relationships before I need a favor, referral, endorsement, or decision. | 1-5 | <input type="text"/> |

EXPOSURE SUBTOTAL (5-25)

Visibility map: Which 3 people or forums most need to know your work?

Access gap: Where are important conversations happening without you?



Read Your Score

Use the score to diagnose imbalance - not to grade your worth.

COLEMAN WEIGHTING

The P.I.E. model is commonly expressed as Performance 10%, Image 30%, and Exposure 60%. Treat the percentages as a career-navigation lens rather than a scientific formula. The point: do not assume excellent work will automatically become visible, understood, and rewarded.

STEP 1 - CONVERT EACH SUBTOTAL TO A PERCENTAGE

Percentage = (Subtotal / 25) x 100

Performance %

Image %

Exposure %

STEP 2 - OPTIONAL WEIGHTED P.I.E. INDEX

Weighted Index = (Performance % x .10) + (Image % x .30) + (Exposure % x .60)

MY WEIGHTED P.I.E. INDEX

21-25

STRONG

This dimension is likely supporting your next move. Protect it and keep building.

16-20

DEVELOPING

You have a foundation, but the pattern is inconsistent or too dependent on one person.

5-15

CAREER BLIND SPOT

This area can quietly constrain advancement even when your work is excellent.



Your 30-Day P.I.E. Rebalance

Turn insight into a deliberate career maneuver.

CHOOSE THE LEVERAGE POINT

Which dimension, if improved now, would create the greatest career advantage?

☐ Performance

☐ Image

☐ Exposure

STOP - START - CONTINUE

STOP

START

CONTINUE

What drains effort without advancing the goal?

What new behavior creates visibility or value?

What is already working?

THREE COMMITMENTS BEFORE DAY 30

1

2

3

Continue the Journey

These tools are drawn from the leadership and career strategies explored in Leadership from the Helm. The book goes deeper into navigating organizational culture, building visibility, recognizing career barriers, and leading with intention.

Performance gets you noticed. Strategy moves you forward.