☐ Professional/Workplace   ☐ Peer/Team

LEADERSHIP BEHAVIOR GRID

Skill/Quality	1	2	3	4	5	No Basis For Judgment
Initiative	☐ Reluctant to take on new tasks; waits to be told what to do; defers to others	☐ Willing to step in and take charge when required to do so	☐ Takes charge spontaneously when problem needs attention	☐ Volunteers for new work challenges; proactively puts in extra effort to accomplish critical or difficult tasks	☐ Proactively seeks high-impact projects; steps up to challenges even when things are not going well	☐
Results Orientation	☐ Focuses on fulfilling activities at hand; unsure how work relates to goals	☐ Takes actions to overcome obstacles to achieve goals	☐ Independently acts to exceed goals and plans for contingencies	☐ Documents activities and outcomes to learn from past; introduces incremental improvements to raise the effectiveness of team	☐ Invents new approaches with measurably better results; works to deliver best-in-class performance improvements	☐
Communication, Professional Impression & Poise	☐ Struggles to get point across; neglects to understand audience's input or perspective; lacks confidence and gets flustered under pressure	☐ Works to get point across; acknowledges feedback; reframes statements when necessary to make them clearer; speaks politely; remains composed in known circumstances	☐ Presents views clearly and logically structures content for a broad audience; listens and responds to feedback; prepares in advance to appear confident; leaves a positive and professional impression; responds confidently in unfamiliar situations	☐ Uses tailored language that appeals to specific groups; restates what others have said to check for understanding; comes across as confident; responds rapidly and strongly to crisis; looked to for advice and guidance	☐ Maintains composure when challenged; solicits opinions and concerns, discusses them openly and adjusts communication; when in strong conflict or crisis, remains cool under pressure; channels strong emotion into positive action	☐
Influence and Collaboration	☐ Does not seek input and perspective of others	☐ Accepts input from others and engages them in problem solving	☐ Seeks first to understand perspectives of others; takes actions to gain their support for ideas and initiatives	☐ Uses tailored approaches to connect with others, influence, and achieve results	☐ Uses tailored influence approaches to create and leverage a network of strategically chosen individuals to improve collective outcomes	☐
Respect for others	☐ Unwilling to acknowledge others' points of view	☐ Open to considering others' views when confronted or offered	☐ Invites input from others because of expressed respect for them and their views	☐ Praises people publicly for their good actions; ensures that others' opinions are heard before their own	☐ Uses empathy and personal experience to resolve conflicts and foster mutual respect; reinforces respect with public praise when individuals solicit and use input from others	☐
Team Leadership	☐ Struggles to delegate effectively (e.g. micromanages); does not organize activities or provide appropriate information to complete tasks	☐ Assigns tasks and tells people what to do; checks when they are done	☐ Solicits ideas and perspectives from the team; structures activities; holds members accountable	☐ Actively engages the team to develop plans and resolve issues through collaboration; shows the impact of individual/team contributions	☐ Recruits others into duties or roles based on insight into individual abilities; rewards those who exceed expectations; provides strong organizational support	☐
Developing Others	☐ Focuses only on own growth; critical of others' efforts to develop	☐ Encourages people to develop; points out mistakes to help people develop and praises them for improvements	☐ Gives specific positive and negative behavioral feedback to support the development of others	☐ Provides overarching practical guiding principles and recommendations that are applicable in multiple situations to direct or focus efforts on specific areas of development	☐ Identifies potential in others; inspires others to develop by providing feedback, mentoring/coaching, and identifying new growth opportunities as well as supporting their effort to change	☐

CONTINUED ON REVERSE SIDE

LEADERSHIP BEHAVIOR GRID

Skill/Quality	1	2	3	4	5	No Basis For Judgment
Trustworthiness/ Integrity	☐ Follows the crowd; takes path of least resistance; gives in under pressure	☐ Acts consistently with stated intentions, values, or beliefs when it is easy to do so	☐ Acts spontaneously and consistently with stated intentions, values, or beliefs despite opposition	☐ Initiates actions based on values or beliefs even though the actions may come with reputational risk; demonstrates the values of the team or organization publicly	☐ Demonstrates high personal integrity even at personal cost; holds people accountable to the team or organizational values	☐
Adaptability/ Resilience	☐ Prefers existing ways of doing things; fears failure; becomes anxious under challenging situations	☐ Adapts to new methods and procedures when required to do so; remains calm in unfamiliar situations until confronted with obstacle	☐ Champions adoption of new initiatives and processes; exhibits calm in unfamiliar situations until confronted with obstacle	☐ Seeks out disruptions as an opportunity for improvement; remains optimistic and forward-looking in difficult situations that may result in failure	☐ Energized by projects with high uncertainty but potential for high reward; seeks to be the first into unknown or unfamiliar situations; welcomes learning opportunities created by failure; learns from mistakes and rebounds quickly from setbacks	☐
Self Awareness	☐ Lacks awareness of how he/she is perceived; denies or offers excuses when confronted	☐ Acknowledges fault or performance problem when confronted with concrete example or data	☐ Describes own key strengths and weaknesses accurately; welcomes feedback from others and discusses opportunities to change with select individuals	☐ Actively seeks out feedback to explicitly address desired improvement areas or build on strengths; explores reasons for problems openly, including own faults	☐ Seeks out challenging and potentially risky experiences to improve; identifies and engages with resources – people, processes, or content – to maximize strengths or mitigate weaknesses	☐
Problem Solving	☐ Avoids problems; when faced with problems, sticks to what worked before, or chooses an obvious path	☐ Offers solutions when the risk is low; focuses on immediate, short-term implications instead of the big picture	☐ Looks beyond the obvious; Identifies and focuses on the critical information needed to understand a problem, identifies root cause(s), and comes up with reasonable solutions	☐ Gathers and analyzes key information using complex methods or several layers deep; integrates perspectives from a variety of sources to arrive at unexpected but practical and effective solutions	☐ Applies logic to break complex problems down into manageable parts or sub-problems; solves tough and interconnected problems and can explain how the pieces are connected	☐
Strategic Orientation	☐ Focuses on completing work without understanding implications	☐ Understands immediate issues or implications of work or analysis	☐ Develops insights or recommendations within area of responsibility that have improved near-term business performance	☐ Develops insights or recommendations within area of responsibility that have shaped team/organization strategy and will have impact on long-term business performance	☐ Develops insights or recommendations beyond area of responsibility with impact on long-term business strategy and performance	☐

Based on your professional experience, how do you rate this candidate compared to her/his peer group?

☐ Below average ☐ Average ☐ Very good (well above average) ☐ Excellent (top 10%) ☐ Outstanding (top 5%) ☐ The best encountered in my career

Overall, I ☐ do not recommend ☐ recommend with reservations ☐ recommend **this candidate to Stanford.**