

Professional/Workplace     Peer/Team

**LEADERSHIP BEHAVIOR GRID**

Skill/Quality	1	2	3	4	5	No Basis For Judgment
<b>Initiative</b>	<input type="checkbox"/> Reluctant to take on new tasks; waits to be told what to do; defers to others	<input type="checkbox"/> Willing to step in and take charge when required to do so	<input type="checkbox"/> Takes charge spontaneously when problem needs attention	<input type="checkbox"/> Volunteers for new work challenges; proactively puts in extra effort to accomplish critical or difficult tasks	<input type="checkbox"/> Proactively seeks high-impact projects; steps up to challenges even when things are not going well	<input type="checkbox"/>
<b>Results Orientation</b>	<input type="checkbox"/> Focuses on fulfilling activities at hand; unsure how work relates to goals	<input type="checkbox"/> Takes actions to overcome obstacles to achieve goals	<input type="checkbox"/> Independently acts to exceed goals and plans for contingencies	<input type="checkbox"/> Documents activities and outcomes to learn from past; introduces incremental improvements to raise the effectiveness of team	<input type="checkbox"/> Invents new approaches with measurably better results; works to deliver best-in-class performance improvements	<input type="checkbox"/>
<b>Communication, Professional Impression &amp; Poise</b>	<input type="checkbox"/> Struggles to get point across; neglects to understand audience's input or perspective; lacks confidence and gets flustered under pressure	<input type="checkbox"/> Works to get point across; acknowledges feedback; reframes statements when necessary to make them clearer; speaks politely; remains composed in known circumstances	<input type="checkbox"/> 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	<input type="checkbox"/> 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	<input type="checkbox"/> 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	<input type="checkbox"/>
<b>Influence and Collaboration</b>	<input type="checkbox"/> Does not seek input and perspective of others	<input type="checkbox"/> Accepts input from others and engages them in problem solving	<input type="checkbox"/> Seeks first to understand perspectives of others; takes actions to gain their support for ideas and initiatives	<input type="checkbox"/> Uses tailored approaches to connect with others, influence, and achieve results	<input type="checkbox"/> Uses tailored influence approaches to create and leverage a network of strategically chosen individuals to improve collective outcomes	<input type="checkbox"/>
<b>Respect for others</b>	<input type="checkbox"/> Unwilling to acknowledge others' points of view	<input type="checkbox"/> Open to considering others' views when confronted or offered	<input type="checkbox"/> Invites input from others because of expressed respect for them and their views	<input type="checkbox"/> Praises people publicly for their good actions; ensures that others' opinions are heard before their own	<input type="checkbox"/> 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	<input type="checkbox"/>
<b>Team Leadership</b>	<input type="checkbox"/> Struggles to delegate effectively (e.g. micromanages); does not organize activities or provide appropriate information to complete tasks	<input type="checkbox"/> Assigns tasks and tells people what to do; checks when they are done	<input type="checkbox"/> Solicits ideas and perspectives from the team; structures activities; holds members accountable	<input type="checkbox"/> Actively engages the team to develop plans and resolve issues through collaboration; shows the impact of individual/team contributions	<input type="checkbox"/> Recruits others into duties or roles based on insight into individual abilities; rewards those who exceed expectations; provides strong organizational support	<input type="checkbox"/>
<b>Developing Others</b>	<input type="checkbox"/> Focuses only on own growth; critical of others' efforts to develop	<input type="checkbox"/> Encourages people to develop; points out mistakes to help people develop and praises them for improvements	<input type="checkbox"/> Gives specific positive and negative behavioral feedback to support the development of others	<input type="checkbox"/> Provides overarching practical guiding principles and recommendations that are applicable in multiple situations to direct or focus efforts on specific areas of development	<input type="checkbox"/> 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	<input type="checkbox"/>

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<b>Trustworthiness/ Integrity</b>	<input type="checkbox"/> Follows the crowd; takes path of least resistance; gives in under pressure	<input type="checkbox"/> Acts consistently with stated intentions, values, or beliefs when it is easy to do so	<input type="checkbox"/> Acts spontaneously and consistently with stated intentions, values, or beliefs despite opposition	<input type="checkbox"/> 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	<input type="checkbox"/> Demonstrates high personal integrity even at personal cost; holds people accountable to the team or organizational values	<input type="checkbox"/>
<b>Adaptability/ Resilience</b>	<input type="checkbox"/> Prefers existing ways of doing things; fears failure; becomes anxious under challenging situations	<input type="checkbox"/> Adapts to new methods and procedures when required to do so; remains calm in unfamiliar situations until confronted with obstacle	<input type="checkbox"/> Champions adoption of new initiatives and processes; exhibits calm in unfamiliar situations until confronted with obstacle	<input type="checkbox"/> Seeks out disruptions as an opportunity for improvement; remains optimistic and forward-looking in difficult situations that may result in failure	<input type="checkbox"/> 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	<input type="checkbox"/>
<b>Self Awareness</b>	<input type="checkbox"/> Lacks awareness of how he/she is perceived; denies or offers excuses when confronted	<input type="checkbox"/> Acknowledges fault or performance problem when confronted with concrete example or data	<input type="checkbox"/> Describes own key strengths and weaknesses accurately; welcomes feedback from others and discusses opportunities to change with select individuals	<input type="checkbox"/> Actively seeks out feedback to explicitly address desired improvement areas or build on strengths; explores reasons for problems openly, including own faults	<input type="checkbox"/> Seeks out challenging and potentially risky experiences to improve; identifies and engages with resources – people, processes, or content – to maximize strengths or mitigate weaknesses	<input type="checkbox"/>
<b>Problem Solving</b>	<input type="checkbox"/> Avoids problems; when faced with problems, sticks to what worked before, or chooses an obvious path	<input type="checkbox"/> Offers solutions when the risk is low; focuses on immediate, short-term implications instead of the big picture	<input type="checkbox"/> 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	<input type="checkbox"/> 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	<input type="checkbox"/> 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	<input type="checkbox"/>
<b>Strategic Orientation</b>	<input type="checkbox"/> Focuses on completing work without understanding implications	<input type="checkbox"/> Understands immediate issues or implications of work or analysis	<input type="checkbox"/> Develops insights or recommendations within area of responsibility that have improved near-term business performance	<input type="checkbox"/> Develops insights or recommendations within area of responsibility that have shaped team/organization strategy and will have impact on long-term business performance	<input type="checkbox"/> Develops insights or recommendations beyond area of responsibility with impact on long-term business strategy and performance	<input type="checkbox"/>

**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.**