



LEADERSHIP BEHAVIOR GRID

Skill/Quality	1	2	3	4	5	No Basis
Results Orientation	<input type="checkbox"/> Fulfills assigned tasks	<input type="checkbox"/> Overcomes obstacles to achieve goals	<input type="checkbox"/> Exceeds goals and raises effectiveness of organization	<input type="checkbox"/> Introduces incremental improvements to enhance business performance using robust analysis	<input type="checkbox"/> Invents and delivers best-in-class standards and performance	<input type="checkbox"/>
Strategic Orientation	<input type="checkbox"/> Understands immediate issues of work or analysis	<input type="checkbox"/> Identifies opportunities for improvement within area of responsibility	<input type="checkbox"/> Develops insights or recommendations that have improved business performance	<input type="checkbox"/> Develops insights or recommendations that have shaped team or department strategy	<input type="checkbox"/> Implements a successful strategy that challenges other parts of the company or other players in the industry	<input type="checkbox"/>
Team Leadership	<input type="checkbox"/> Avoids leadership responsibilities; does not provide direction to team	<input type="checkbox"/> Assigns tasks to team members	<input type="checkbox"/> Solicits ideas and perspectives from the team; holds members accountable	<input type="checkbox"/> Actively engages the team to develop plans and resolve issues through collaboration; shows how work fits in with what others are doing	<input type="checkbox"/> Recruits others into duties or roles based on insight into individual abilities; rewards those who exceed expectations	<input type="checkbox"/>
Influence and Collaboration	<input type="checkbox"/> Accepts input from others	<input type="checkbox"/> Engages others in problem solving	<input type="checkbox"/> Generates support from others for ideas and initiatives	<input type="checkbox"/> Brings others together across boundaries to achieve results and share best practices	<input type="checkbox"/> Builds enduring partnerships within and outside of organization to improve effectiveness, even at short-term personal cost	<input type="checkbox"/>
Communicating	<input type="checkbox"/> Sometimes rambles or is occasionally unfocused	<input type="checkbox"/> Is generally to the point and organized	<input type="checkbox"/> Presents views clearly and in a well-structured manner	<input type="checkbox"/> Presents views clearly and demonstrates understanding of the response of others	<input type="checkbox"/> Presents views clearly; solicits opinions and concerns; discusses them openly	<input type="checkbox"/>
Information Seeking	<input type="checkbox"/> Asks direct questions about problem at hand to those individuals immediately available	<input type="checkbox"/> Personally investigates problems by going directly to sources of information	<input type="checkbox"/> Asks a series of probing questions to get at the root of a situation or a problem	<input type="checkbox"/> Does research by making a systematic effort over a limited period of time to obtain needed data or feedback	<input type="checkbox"/> Involves others who would not normally be involved including experts or outside organizations; may get them to seek out information	<input type="checkbox"/>
Developing Others	<input type="checkbox"/> Focuses primarily on own abilities	<input type="checkbox"/> Points out mistakes to support the development of others	<input type="checkbox"/> Gives specific positive and negative behavioral feedback to support the development of others	<input type="checkbox"/> Gives specific positive and negative behavioral feedback and provides unfailing support	<input type="checkbox"/> Inspires and motivates others to develop by providing feedback and identifying new growth opportunities as well as supporting their efforts to change	<input type="checkbox"/>
Change Leadership	<input type="checkbox"/> Accepts status quo; does not see the need for change	<input type="checkbox"/> Challenges status quo and identifies what needs to change	<input type="checkbox"/> Defines positive direction for change and persuades others to support it	<input type="checkbox"/> Promotes change and mobilizes individuals to change behavior	<input type="checkbox"/> Builds coalition of supporters and coordinates change across multiple individuals; may create champions who will mobilize others to change	<input type="checkbox"/>
Respect for Others	<input type="checkbox"/> Is sometimes self-absorbed or overly self-interested	<input type="checkbox"/> Generally treats others with respect; usually shares praise and credit	<input type="checkbox"/> Is humble and respectful to all	<input type="checkbox"/> Is respectful to all and generous with praise; ensures other opinions are heard	<input type="checkbox"/> Uses understanding of others and self to resolve conflicts and foster mutual respect	<input type="checkbox"/>
Trustworthiness	<input type="checkbox"/> Shows occasional lapses in trustworthy behavior	<input type="checkbox"/> Generally acts consistently with stated intentions	<input type="checkbox"/> Acts consistently with stated intentions even in difficult circumstances	<input type="checkbox"/> Is reliable and authentic even at some personal cost; acts as a role model for the values of the organization	<input type="checkbox"/> Is reliable and authentic even at some personal cost; works to ensure all members of the organization operate with integrity	<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.**