

Applicant

## 1 RECOMMENDER INFORMATION (REQUIRED)

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Full name

Email address

Organization

Position

Industry

Context of relationship

How long have you known the applicant

## 2 LEADERSHIP ASSESSMENT GRID (REQUIRED)

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### 2.1 TEAM LEADERSHIP

No basis for judgement

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

### 2.2 INITIATIVE

No basis for judgment

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

## 2.3 RESULTS ORIENTATION

No basis for judgment

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

## 2.4 COMMUNICATION, PROFESSIONAL IMPRESSION

No basis for judgment

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 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

Structures content for senior-level meetings, 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

## 2.5 TRUSTWORTHINESS/ INTEGRITY

No basis for judgment

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

## 2.6 PROBLEM SOLVING

No basis for judgment

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

## 2.7 SELF-AWARENESS

No basis for judgment

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

## 2.8 STRATEGIC ORIENTATION

No basis for judgment

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

**2.9 IS THERE ANYTHING ABOUT YOUR RATINGS ON WHICH YOU WOULD LIKE TO COMMENT?**

Add any comments that you feel may be relevant.

**2.10 BASED ON YOUR PROFESSIONAL EXPERIENCE, HOW DO YOU RATE THIS APPLICANT COMPARED TO HER/ HIS PEER GROUP?**

**2.11 OVERALL, I...**

### 3 RECOMMENDATION QUESTIONS

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3.1 PLEASE PROVIDE A BRIEF DESCRIPTION OF YOUR INTERACTION WITH THE APPLICANT AND, IF APPLICABLE, THE APPLICANT'S ROLE IN YOUR ORGANIZATION.

3.2 HOW DOES THE PERFORMANCE OF THE APPLICANT COMPARE TO THAT OF OTHER WELL-QUALIFIED INDIVIDUALS IN SIMILAR ROLES?

3.3 DESCRIBE THE MOST IMPORTANT PIECE OF CONSTRUCTIVE FEEDBACK YOU HAVE GIVEN THE APPLICANT.

RECOMMENDER SIGNATURE

A handwritten signature in black ink, consisting of a stylized 'J' followed by 'Gunn'.