**1. Initiative**

0 - No basis for judgement

1 - Willing to step in and take action when required to do so

2 - Takes charge spontaneously when problems need attention and no one steps forward

3 - Seeks out new work challenges, tackles problems head-on and works to resolve them without delay

4 - Proactively puts in extra effort to accomplish critical or difficult tasks, and persists in the face of obstacles

5 - Actively seeks high-impact and high-visibility projects and steps up to the challenge even when things are not going well, frequently takes actions that grow the team or organization

**2. Results Orientation**

0 - No basis for judgement

1 - Fulfills assigned tasks

2 - Takes specific, tailored actions in overcoming obstacles to achieve goals, plans for contingencies

3 - Acts to exceed goals and raise effectiveness of organization

4 - Introduces incremental improvements to enhance business performance using robust analysis, sets continually higher goals for self and team

5 - Invents new approaches and works to meet or exceed best-in-class standards and levels of performance

**3. Influence and Collaboration**

0 - No basis for judgement

1 - Accepts input from others

2 - Actively seeks input from others and engages them in problem solving

3 - Seeks first to understand perspectives of others, takes actions to gain support for ideas and initiatives

4 - Uses tailored approaches to influence, bring others together across boundaries, achieve results and share best practices

5 - Uses tailored approaches to influence, create, and leverage a network of strategically chosen individuals, builds enduring partnerships to significantly improve outcomes, even at some personal cost

**4. Professional Impression, Poise, and Presence**

0 - No basis for judgement

1 - Speaks politely, demonstrates generally accepted manners, expresses desire to make a positive impression

2 - Remains measured in a variety of situations, works to manage impression and prepares for situations to appear confident

3 - When emotions are aroused, actively restrains from expressing them, leaves a positive and professional impression, responds confidently to situation or circumstance

4 - Channels strong emotion into positive action, comes across as confident and strong, responds rapidly and strongly to crisis

5 - When in strong conflict, restrains emotional response (grace under pressure), takes positive action to respond and engage with all stakeholders, has strong presence (gravitas) and charisma, mobilizes followership to take action in times of crisis

**5. Respect for others**

0 - No basis for judgement

1 - Open to others' views when challenged

2 - Treats others and their opinions with respect when offered, shares praise and credit

3 - Invites input from others because of expressed respect for them and their views, expresses respect as a means to invite such input

4 - Praises people publicly for their good actions, ensures that the ideas and opinions of others are heard before their own

5 - Uses understanding of others and self to resolve conflicts and foster mutual respect, reinforces respect among teams and individuals by publicly praising them an when they invite input from others and use it

**6. Adaptability and Resilience**

0 - No basis for judgement

1 - Prefers existing methods and procedures but adapts when required to do so, persists until confronted with obstacles

2 - Adapts to new methods and procedures, takes efforts to overcome obstacle or failure

3 - Champions adoption of new initiatives and processes, redoubles efforts to overcome obstacle or failure

4 - Seeks out disruptions as opportunity for improvement, remains calm/optimistic in difficult situations that may result in failure

5 - Energized by projects with high degree of uncertainties/risks but great potential benefit, seeks to be the first into unknown or unfamiliar situations, excited by failure that points to clear direction to develop for future success

**7. Problem Solving**

0 - No basis for judgement

1 - Focuses on immediate, short-term implications, when faced with problems, chooses obvious path

2 - Prefers problem-solving within comfort zone, tends to offer solutions and make recommendations only when the chance of failure is low

3 - Identifies/focuses on critical information needed to understand a problem, comes up with reasonable solutions to the problem

4 - Integrates perspectives from a variety of sources to arrive at optimal and unexpected yet practical solutions

5 - Solves tough and interconnected problems by drawing on one's own knowledge/experience base calling on other references as necessary, is sought after for input/advice when others make difficult/vital decisions

**8. Peer Group Comparison**

Unable to Assess

Below Average

Average

Very Good (above average)

Excellent (top 10%)

Outstanding (top 5%)

The best encountered in my career (out of an estimated \_\_\_\_\_\_ students)