**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)

Additional criteria

**9. Resilience**

    1 - Any pressure incapacitates the individual

    2 - Individual shows some ability to operate well under heavy pressure, however personal issues or outside pressures heavily affects the individual's ability to function

    3 - Individual is able to accomplish majority of assigned tasks however still exhibits signs of negativity

    4 - Individual is willing and able to complete assigned work, contribute meaningfully, and cultivate a positive environment

    5- Individual shows demonstrates strong ability to compartmentalize personal issues, to complete assigned work, contribute meaningfully, and cultivate a positive environment. Individual demonstrates a positive attitude and reaches out to offer assistance to others in need of support.

**10. Communication**

    1 - Individual is unable to convey messages and/or Express themselves in an effective manner

    2 - Individual is able to communicate ideas and or express themselves, however, frequently needs clarification. Individual is withholding of emotional honesty

    3 - Individual is able to effectively communicate however is still withholding of the complete idea or emotion completely

    4 - Individual is open and willing to communicate freely positively and effectively. User is able to use complete honesty and communicate the whole of what they are trying to convey

5 – Individual willingly initiates communication for coordination, conflict resolution, etc. Individual is able to communicate freely positively and effectively. Individual also seeks to understand the communication of others to properly understand those around them.

**11. Organization**

    1 - Individuals shows a complete lack of ability to maintain organization. This is demonstrated through failure to complete tasks due to forgetfulness, inability to track and keep record of necessary assignments and unawareness of their personal status

    2 - Individual demonstrates ability to complete assigned tasks, however, are frequently late or incomplete

    3 - Individual is capable of completing assignments on time and as scheduled

    4 - Individual completes all assigned tasks and due to careful planning is able to not only be caught up with current assignments, but is able to get ahead and work proactively

5 - Individual demonstrates ability to stay ahead of schedule and work effectively. Assignments are completed in full and confidently applies extra effort to go above and beyond. The effectiveness of the individual’s organization allows the individual to share their method with others.

**12. Time Management**

    1 - Individual has no method of tracking personal events and schedules to maintain aforementioned organization. Individual shows complete lack of work life balance.

    2 - Individual has rudimentary system for tracking events however, schedule is often incomplete or lacks any organization. Individual still shows heavy imbalance between life and work

    3 - Individual maintains a passable system of schedule and time tracking however, is still Losing valuable time because the individual is easily distracted from assigned tasks due to inefficient planning. individual maintains moderate work life balance. This is demonstrated Through frequent use of time outside of work to accomplish tasks the user was unable to complete

    4 - Individual has a solid grasp on time management and organizational principles. Individual is capable of using time effectively with limited distractions. Individual however, Still is affected by distractions which causes the infrequent imbalance of work and life

    5 - Individual has excellent comprehension and understanding of time management and organizational principles individual demonstrates this through well thought out schedules, clearly labeled time slots and outlined task accomplishment goals. Due to effective time management, the individual maintains healthy work life balance