

Evaluating *Present State* Leadership Ability

Working with Others

Communication & Listening: How well does the subject get his/her point across? Does he/she take the time to listen during conversations and understand the person he/she is speaking with? Does he/she remain calm during stressful conversations?

Delegating: Is the subject proactive giving clear direction and instruction? Does he/she share his/her workload, and provide learning opportunities to others, and develop their skills by letting them work through difficult assignment? Does he/she provide guidance when needed while at the same time allow others their independence and ownership of projects and assignments?

Mindfulness: Is the subject present in the moment, paying close attention to details and the people around them? Is he/she consciously aware of his/her surrounding, including how people are feeling and behaving? Does he/she stay focused on the situation at hand rather than getting distracted with other matters? Is he/she aware of his/her own strengths and weakness?

Integrity & Ethics: Is the subject honest and trustworthy? Can you depend on him/her to do the right and just thing? Does he/she have a strong sense of right and wrong? Does he/she treat *all* people with respect and decency? Do his/her actions reflect his/her values?

Team Management: Does the subject attract and retain high performers? Does he/she effectively coordinate tasks and assignments within any given group? Does he/she collaborate well with others?

Dealing with Organizations and Systems

Decision-making: Is the subject deliberate about the process of evaluation? Does he/she carefully think through all options and considerations before taking decisive action?

Self-control: Does the subject stay cool under pressure? How does he/she deal with stressful situations? Does he/she refrain from raising her voice in moments of anger? Is he/she emotionally stable?

Producing Results: Does the subject finish what he/she starts? Is he/she able to realize goals and see projects through to fruition? How well does he/she follow through with a plan and ensure that things get done?

Process & System Management: How well does the subject develop and understand workflow? Does he/she have the aptitude for identifying dysfunction and correcting it? When systems or processes fail, is he/she able to ensure that objectives are still achieved?

Managing Priorities: Is the subject able to balance competing demands? Does he/she carefully consider how to manage resources so they will have the greatest long-term impact? Does he/she keep the big picture in mind while determining which action to take next?

Evaluating *Future-oriented* Leadership Ability

Working with Others

Developing Others: Does the subject encourage other people to develop themselves professionally? Does he/she acknowledge and promote other people's strengths? Does he/she ensure that other people have capacity in their workload to take advantage of growth opportunities? Does he/she provide resources such as funding to help others take advantage of learning opportunities?

Self-development: Is the subject aware of where he/she has room to grow professionally? Does he/she understand the importance of continuous professional development? Does he/she make the time to learn and grow professionally?

Goal Setting: How well does the subject help others define clear, achievable objectives? Does he/she create goals that help people grow and improve performance? Does he/she appropriately assess people skills and abilities when setting goals? Does he/she set both short-term and long-term goals with a bigger picture in mind?

Political Savvy: Is the subject good at creating and fostering relationships? Is he/she able to see the ramifications of his/her actions that could affect other people, systems, or organizations? Does he/she calculate all the variables in play before acting? Does he/she know the importance of networking, and understand how specific people could aid or stand in the way of the path to success? Does he/she capitalize on other people's subject matter expertise and connections, while being sure to give credit where credit is due?

Influence & Persuasion: How well does the subject help others commit to his/her ideas or acquire allies in any given endeavor? Does he/she share his/her vision in such a way that others feel strongly about supporting that vision and contributing?

Dealing with Organizations and Systems

Strategic Planning: Does the subject develop detailed plans for how to the future of the organization? Does he/she work with others to determine the best way forward? Are his/her strategies for moving forward both challenging and realistic? Do other people understand the plans for the future and feel committed to those plans?

Continuous Improvement: Is the subject always looking for ways to improve quality? Does he/she understand the importance of positive change? Does he/she dedicate time and resources for exploring ways to improve services and processes? Is he/she knowledgeable about process improvement methods, tools, and techniques?

Visioning: Does the subject have a creative outlook for the future? Is he/she innovative and eager to explore new ideas? Does he/she create an environment where people can comfortably share bold ideas in a compelling and enlightening way?

Change Management: Does the subject effectively communicate the reason for change and keep stakeholders apprised of progress? Does he/she help stakeholders navigate obstacles to success. is he/she aware of the unique struggles that may affect different people? Does he/she keep the process of change organized and structured as much as possible?

Risk Management: Does the subject accept certain levels of failure as essential to learning and growth? Does he/she understand the strategies for transferring, accepting, mitigating, and eliminating risk?