Definition: Leadership is the ability to influence others, and effective leadership employs good decision-making skills based on proper ethics.

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| **Categories** | **Needs Improvement**  **(poor)**  **1** | **Developing**  **(low satisfactory)**  **2** | **Proficient**  **(high satisfactory)**  **3** | **Outstanding**  **(exceeds expectations)**  **4** | **Score** |
| **Understands and develops ethical leadership skills** | * Performs tasks without regard to priority. * Negative attitude is the norm. * Not self-disciplined. * Resists change. | * Loosely organizes tasks according to priority. * Generally has mixed emotional responses. * May occasionally miss a milestone due to a lack of self-discipline. * Accepts change when it happens. | * Delegates low priority tasks & focuses on higher priority tasks. * Generally has a positive attitude. * Generally is self-disciplined. * Understands that change is a reality, and manages it. | * Practices prioritization well using delegation & scheduling as tools. * Always has a positive attitude. * Very disciplined and a self-starter. * Is a “change agent” and drives the change. |  |
| **Applies ethical principles to problem solving** | * Needs help in solving most/all problems. * Lacks vision and is reactive. * Needs others to help them develop. | * Generally can solve most problems. * Can recognize vision in others, and knows its importance. * Assists others in their development. | * Is a problem solver. * Has a vision of where they’re headed. * Develops others. | * Teachers others to solve problems. * Communicates and follows their vision. * Develops leaders. |  |
| **Demonstrates good interpersonal skills** | * Gets upset and frustrated by circumstances. * Tends to alienate others. * Only invites their supporters to participate in activities. | * Strives to remain calm, but with some difficulty. * Has friends. * Realizes that other perspectives are valuable to the group. | * Remains calm. * Has a network of friends. * Involves various perspectives from all stakeholders in the group. | * Remains positive and calm. * People speak highly of them. * Seeks out and encourages all perspectives from stakeholders. |  |
| **Applies a broad array of negotiating skills** | * Accepts “win-lose” or “no outcome” as an appropriate outcome. * Fixates on their issue during negotiations. * Issues are faced in series, one at a time. | * Strives to avoid “win-lose” and “no outcome” solutions. * Suggests other solutions rather than one. * Can set aside a controversial issue for later resolution. | * Strives for “win-win” outcomes. * Suggests novel and “out-of-box” solutions. * Moves off dead-lock issues by seeking other options. | * Consistently achieves outcomes that meet both parties’ needs. * Both negotiating parties would have no hesitation with negotiating additional issues in the future. |  |