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.
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| **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.
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| **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.
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| **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.
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