

Leadership Rubric

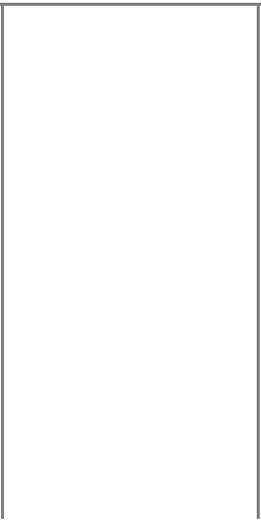
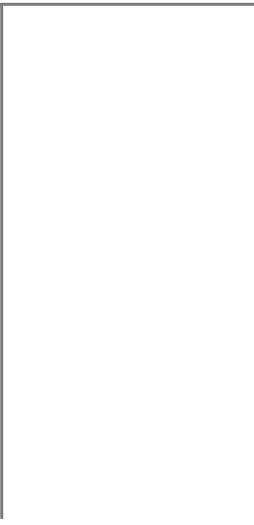
Influence and empower others toward a common goal through awareness of one's actions, abilities and beliefs; understanding and respecting others; strategic thinking; and decision making.

Alternative to Stetson Leadership Paradigm-More Traditional Model of Business Leadership

- Displaying High Integrity and Honesty
- Displaying Technical/Professional Expertise
- Solving Problems and Analyzing Issues
- Innovating
- Practicing Self-Development
- Drives for Results
- Establishing Stretch Goals
- Taking Initiative
- Communicating Powerfully and Prolifically
- Inspiring and Motivating Others to High Performance
- Building Relationships
- Developing Others
- Collaborating and Promoting Teamwork
- Developing Strategic Perspective
- Championing Change
- Connects the Group to the Outside World

| Components | Dimensions; Other Rubrics | Beginning 1 | Developing 2 | Accomplished 3 | Exemplary 4 | Score |
|---|--|--|--|--|--|-------|
| Alternative (ALT) to Stetson Leadership Paradigm: Displaying High Integrity and Honesty | [Also see "Leadership" Rubrics from other universities and organizations: •Clemson University Leadership Rubric | | | | | |
| | | <ul style="list-style-type: none"> •Verbally commits but never follows through on what is promised •Never models the core values of the group or organization •Never leads by example •Is never trusted by others to "do the | <ul style="list-style-type: none"> •Verbally commits but rarely follows through on what is promised •Rarely models the core values of the group or organization •Rarely leads by example •Is rarely trusted by others to "do the | <ul style="list-style-type: none"> •Verbally commits and sometimes follows through on what is promised •Sometimes models the core values of the group or organization •Sometimes leads by example •Is sometimes trusted by others to | <ul style="list-style-type: none"> •Verbally commits and almost always follows through on what is promised •Almost always models the core values of the group or organization •Almost always leads by example •Is almost always trusted by others to | |

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|--|---|--|---|---|--|
| | <p>right thing”, particularly when it pertains or relates to others</p> <ul style="list-style-type: none"> •Never exhibits honesty and ethical behavior when dealing with others •Never exhibits honesty and ethical behavior when using organization or team resources •Never demonstrates ethical resolve in adverse circumstances | <p>right thing”, particularly when it pertains or relates to others</p> <ul style="list-style-type: none"> •Rarely exhibits honesty and ethical behavior when dealing with others •Rarely exhibits honesty and ethical behavior when using organization or team resources •Rarely demonstrates ethical resolve in adverse circumstances | <p>“do the right thing”, particularly when it pertains or relates to others</p> <ul style="list-style-type: none"> •Sometimes exhibits honesty and ethical behavior when dealing with others •Sometimes exhibits honesty and ethical behavior when using organization or team resources •Sometimes demonstrates ethical resolve in adverse circumstances | <p>“do the right thing”, particularly when it pertains or relates to others</p> <ul style="list-style-type: none"> •Almost always exhibits honesty and ethical behavior when dealing with others •Almost always exhibits honesty and ethical behavior when using organization or team resources •Almost always demonstrates ethical resolve in adverse circumstances | |
| <p>[Also see “Ethical Leadership” rubrics from other universities and organizations:</p> <ul style="list-style-type: none"> •Texas A&M University Ethical Leadership Rubric | | | | | |



ALT:
Displaying
Technical/
Professional
Expertise

- Is never sought out for opinions, advice, and counsel
- Never makes a significant contribution toward achieving team goals using knowledge and skills
- Never uses technical knowledge to help team members troubleshoot problems
- Never develops credibility with teammates because of one's lack of knowledge of issues or problems

- Is rarely sought out for opinions, advice, and counsel
- Rarely makes a significant contribution toward achieving team goals using knowledge and skills
- Rarely uses technical knowledge to help team members troubleshoot problems
- Rarely develops credibility with teammates because of one's lack of knowledge of issues or problems

- Is sometimes sought out for opinions, advice, and counsel
- Sometimes makes a significant contribution toward achieving team goals using knowledge and skills
- Sometimes uses technical knowledge to help team members troubleshoot problems
- Sometimes develops credibility with teammates because of one's knowledge of issues or problems

- Is almost always sought out for opinions, advice, and counsel
- Almost always makes a significant contribution toward achieving team goals using knowledge and skills
- Almost always uses technical knowledge to help team members troubleshoot problems
- Almost always develops credibility with teammates because of one's knowledge of issues or problems

ALT: Solving Problems and Analyzing Issues

- Never collects data from multiple sources when solving a problem
- Never asks relevant questions to obtain information to size up a situation properly
- Never obtains accurate and crucial information as a basis for sound decision-making
- Never evaluates information using a variety of proven methods and techniques
- Never encourages alternative approaches and new ideas
- Never encourages others to seek and try different approaches for solving complex problems
- Never sees patterns and trends in complex data
- Never uses patterns in data to outline a path forward
- Never coaches others on how to analyze information to solve problems or make decisions
- Never clarifies complex data or situations so that others can comprehend, respond, and contribute
- Never shares data with others to help them analyze situations

- Rarely collects data from multiple sources when solving a problem
- Rarely asks relevant questions to obtain information to size up a situation properly
- Rarely obtains accurate and crucial information as a basis for sound decision-making
- Rarely evaluates information using a variety of proven methods and techniques
- Rarely encourages alternative approaches and new ideas
- Rarely encourages others to seek and try different approaches for solving complex problems
- Rarely sees patterns and trends in complex data
- Rarely uses patterns in data to outline a path forward
- Rarely coaches others on how to analyze information to solve problems or make decisions
- Rarely clarifies complex data or situations so that others can comprehend, respond, and contribute
- Rarely shares data with others to help them analyze situations

- Sometimes collects data from multiple sources when solving a problem
- Sometimes asks the relevant questions to obtain information to size up a situation properly
- Sometimes obtains accurate and crucial information as a basis for sound decision-making
- Sometimes evaluates information using a variety of proven methods and techniques
- Sometimes encourages alternative approaches and new ideas
- Sometimes encourages others to seek and try different approaches for solving complex problems
- Sometimes sees patterns and trends in complex data
- Sometimes uses patterns in data to outline a path forward
- Sometimes coaches others on how to analyze information to solve problems or make decisions
- Sometimes clarifies complex data or situations so that others can comprehend, respond, and contribute

- Almost always collects data from multiple sources when solving a problem
- Almost always asks the relevant questions to obtain information to size up a situation properly
- Almost always obtains accurate and crucial information as a basis for sound decision-making
- Almost always evaluates information using a variety of proven methods and techniques
- Almost always encourages alternative approaches and new ideas
- Almost always encourages others to seek and try different approaches for solving complex problems
- Almost always sees patterns and trends in complex data
- Almost always uses patterns in data to outline a path forward
- Almost always coaches others on how to analyze information to solve problems or make decisions
- Almost always clarifies complex data or situations so that others can comprehend, respond, and

• Sometimes shares data with others to help them analyze situations

contribute
• Almost always shares data with others to help them analyze situations

ALT:
Innovating

- Never generates creative, resourceful solutions to problems
- Never challenges the usual approach of doing things
- Never finds new and better ways of doing things
- Never champions ingenuity
- Never generates creative solutions by bringing together talented people
- Never works to improve new ideas
- Never creates a culture of innovation and learning that drives individual development
- Never provides support and encouragement to others when they attempt to innovate—even when they fail
- Never integrates ideas and inputs from different sources to find innovative solutions
- Never builds on other people’s suggestions and ideas

- Rarely generates creative, resourceful solutions to problems
- Rarely challenges the usual approach of doing things
- Rarely finds new and better ways of doing things
- Rarely champions ingenuity
- Rarely generates creative solutions by bringing together talented people
- Rarely works to improve new ideas
- Rarely creates a culture of innovation and learning that drives individual development
- Rarely provides support and encouragement to others when they attempt to innovate—even when they fail
- Rarely integrates ideas and inputs from different sources to find innovative solutions
- Rarely builds on other people’s suggestions and ideas

- Sometimes generates creative, resourceful solutions to problems
- Sometimes challenges the usual approach of doing things
- Sometimes finds new and better ways of doing things
- Sometimes champions ingenuity
- Sometimes generates creative solutions by bringing together talented people
- Sometimes works to improve new ideas
- Sometimes creates a culture of innovation and learning that drives individual development
- Sometimes provides support and encouragement to others when they attempt to innovate—even when they fail
- Sometimes integrates ideas and inputs from different sources to find innovative solutions
- Sometimes builds on other people’s suggestions and ideas

- Almost always generates creative, resourceful solutions to problems
- Almost always challenges the usual approach of doing things
- Almost always finds new and better ways of doing things
- Almost always champions ingenuity
- Almost always generates creative solutions by bringing together talented people
- Almost always works to improve new ideas
- Almost always creates a culture of innovation and learning that drives individual development
- Almost always provides support and encouragement to others when they attempt to innovate—even when they fail
- Almost always integrates ideas and inputs from different sources to find innovative solutions
- Almost always builds on other people’s suggestions and ideas

ALT:
Practicing Self-
Development

- Never seeks feedback from others to improve and develop
- Never makes constructive efforts to change and improve based on feedback from others
- Never looks for developmental opportunities
- Never develops depth and breadth in key competencies
- Never demonstrates a curiosity toward learning
- Never takes ownership for one's own development
- Never looks for ways to build challenge into current roles
- Never learns from successes or failures
- Never models self-development

- Rarely seeks feedback from others to improve and develop
- Rarely makes constructive efforts to change and improve based on feedback from others
- Rarely looks for developmental opportunities
- Rarely develops depth and breadth in key competencies
- Rarely demonstrates a curiosity toward learning
- Rarely takes ownership for one's own development
- Rarely looks for ways to build challenge into current roles
- Rarely learns from successes or failures
- Rarely models self-development

- Sometimes seeks feedback from others to improve and develop
- Sometimes makes constructive efforts to change and improve based on feedback from others
- Sometimes looks for developmental opportunities
- Sometimes develops depth and breadth in key competencies
- Sometimes demonstrates a curiosity toward learning
- Sometimes takes ownership for one's own development
- Sometimes looks for ways to build challenge into current roles
- Sometimes learns from successes or failures
- Sometimes models self-development

- Almost always seeks feedback from others to improve and develop
- Almost always makes constructive efforts to change and improve based on feedback from others
- Almost always looks for developmental opportunities
- Almost always develops depth and breadth in key competencies
- Almost always demonstrates a curiosity toward learning
- Almost always takes ownership for one's own development
- Almost always looks for ways to build challenge into current roles
- Almost always learns from successes or failures
- Almost always models self-development

ALT: Drives for Results

- Never actively engages in assigned roles and projects
- Never meets goals or deadlines
- Never meets or exceeds commitments
- Never follows through on assignments to ensure successful completion
- Never builds commitment in others for their individual and team goals
- Never holds others accountable for achieving results
- Never leads or champions efforts to increase productivity and goal accomplishment throughout the team or organization

- Rarely actively engages in assigned roles and projects
- Rarely meets goals or deadlines
- Rarely meets or exceeds commitments
- Rarely follows through on assignments to ensure successful completion
- Rarely builds commitment in others for their individual and team goals
- Rarely holds others accountable for achieving results
- Rarely leads or champions efforts to increase productivity and goal accomplishment throughout the team or organization

- Sometimes actively engages in assigned roles and projects
- Sometimes meets goals or deadlines
- Sometimes meets or exceeds commitments
- Sometimes follows through on assignments to ensure successful completion
- Sometimes builds commitment in others for their individual and team goals
- Sometimes holds others accountable for achieving results
- Sometimes leads or champions efforts to increase productivity and goal accomplishment throughout the team or organization

- Almost always actively engages in assigned roles and projects
- Almost always meets goals or deadlines
- Almost always meets or exceeds commitments
- Almost always follows through on assignments to ensure successful completion
- Almost always builds commitment in others for their individual and team goals
- Almost always holds others accountable for achieving results
- Almost always leads or champions efforts to increase productivity and goal accomplishment throughout the team or organization

ALT:
Establishing
Stretch Goals

- Never generates agreement among group members on achieving goals
- Never builds commitment with group members on team goals and objectives
- Never fosters the confidence of others that goals will be achieved
- Never encourages continuous improvement
- Never maintains high standards of performance
- Never sets measurable standards of excellence for oneself and others in the work group

- Rarely generates agreement among group members on achieving goals
- Rarely builds commitment with group members on team goals and objectives
- Rarely fosters the confidence of others that goals will be achieved
- Rarely encourages continuous improvement
- Rarely maintains high standards of performance
- Rarely sets measurable standards of excellence for oneself and others in the work group

- Sometimes generates agreement among group members on achieving goals
- Sometimes builds commitment with group members on team goals and objectives
- Sometimes fosters the confidence of others that goals will be achieved
- Sometimes encourages continuous improvement
- Sometimes maintains high standards of performance
- Sometimes sets measurable standards of excellence for oneself and others in the work group

- Almost always generates agreement among group members on achieving goals
- Almost always builds commitment with group members on team goals and objectives
- Almost always fosters the confidence of others that goals will be achieved
- Almost always encourages continuous improvement
- Almost always maintains high standards of performance
- Almost always sets measurable standards of excellence for oneself and others in the work group

ALT: Taking
Initiative

- Never volunteers for challenging assignments
- Never uses discretionary time to help others uncover opportunities or solve problems
- Never goes above and beyond what needs to be done without being told
- Never initiates action independently
- Never independently addresses unexpected problems or opportunities
- Never anticipates or responds to

- Rarely volunteers for challenging assignments
- Rarely uses discretionary time to help others uncover opportunities or solve problems
- Rarely goes above and beyond what needs to be done without being told
- Rarely initiates action independently
- Rarely independently addresses unexpected problems or opportunities
- Rarely anticipates or responds to

- Sometimes volunteers for challenging assignments
- Sometimes uses discretionary time to help others uncover opportunities or solve problems
- Sometimes goes above and beyond what needs to be done without being told
- Sometimes initiates action independently
- Sometimes independently addresses unexpected problems or opportunities

- Almost always volunteers for challenging assignments
- Almost always uses discretionary time to help others uncover opportunities or solve problems
- Almost always goes above and beyond what needs to be done without being told
- Almost always initiates action independently
- Almost always independently addresses unexpected problems or opportunities

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| | | <p>external threats or opportunities before they affect performance</p> <ul style="list-style-type: none"> •Never models proactive behaviors •Never takes personal responsibility for outcomes •Never can be counted on to follow through on commitments | <p>external threats or opportunities before they affect performance</p> <ul style="list-style-type: none"> •Rarely models proactive behaviors •Rarely takes personal responsibility for outcomes •Rarely can be counted on to follow through on commitments | <ul style="list-style-type: none"> •Sometimes anticipates or responds to external threats or opportunities before they affect performance •Sometimes models proactive behaviors •Sometimes takes personal responsibility for outcomes •Sometimes can be counted on to follow through on commitments | <ul style="list-style-type: none"> •Almost always anticipates or responds to external threats or opportunities before they affect performance •Almost always models proactive behaviors •Almost always takes personal responsibility for outcomes •Almost always can be counted on to follow through on commitments | |
| <p>ALT: Communicating Powerfully and Prolifically</p> | | <ul style="list-style-type: none"> •Never communicates clearly and concisely •Never delivers effective presentations and speeches •Never gives clear, understandable instructions to group members and others •Never uses strong writing and verbal skills to communicate facts, figures, and ideas to others •Never communicates new insights •Never helps people understand how their work contributes to broader team or organizational objectives •Never breaks down communication barriers between teams and key stakeholders outside the team | <ul style="list-style-type: none"> •Rarely communicates clearly and concisely •Rarely delivers effective presentations and speeches •Rarely gives clear, understandable instructions to group members and others •Rarely uses strong writing and verbal skills to communicate facts, figures, and ideas to others •Rarely communicates new insights •Rarely helps people understand how their work contributes to broader team or organizational objectives •Rarely breaks down communication barriers between teams and key stakeholders outside the team | <ul style="list-style-type: none"> •Sometimes communicates clearly and concisely •Sometimes delivers effective presentations and speeches •Sometimes gives clear, understandable instructions to group members and others •Sometimes uses strong writing and verbal skills to communicate facts, figures, and ideas to others •Sometimes communicates new insights •Sometimes helps people understand how their work contributes to broader team or organizational objectives •Sometimes breaks down communication barriers between teams and key stakeholders | <ul style="list-style-type: none"> •Almost always communicates clearly and concisely •Almost always delivers effective presentations and speeches •Almost always gives clear, understandable instructions to group members and others •Almost always uses strong writing and verbal skills to communicate facts, figures, and ideas to others •Almost always communicates new insights •Almost always helps people understand how their work contributes to broader team or organizational objectives •Almost always breaks down communication barriers between teams and key stakeholders | |

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| | | | | outside the team | stakeholders outside the team | |
| ALT: Inspiring and Motivating Others to High Performance | <ul style="list-style-type: none"> •Never motivates others •Never energizes people to go the extra mile •Never persuades others toward commitment to ideas or action •Never demonstrates a win-win mindset during negotiations or group decisions •Never exercises power to influence key decisions for the benefit of the team or organization •Never employs different motivational strategies to influence the behavior of others •Never leads people to accomplish goals more significant than they originally thought possible •Never inspires others to support organizational or group priorities •Never assembles coalitions or builds informal, behind-the-scenes support for ideas | <ul style="list-style-type: none"> •Rarely motivates others •Rarely energizes people to go the extra mile •Rarely persuades others toward commitment to ideas or action •Rarely demonstrates a win-win mindset during negotiations or group decisions •Rarely exercises power to influence key decisions for the benefit of the team or organization •Rarely employs different motivational strategies to influence the behavior of others •Rarely leads people to accomplish goals more significant than they originally thought possible •Rarely inspires others to support organizational or group priorities •Rarely assembles coalitions or builds informal, behind-the-scenes support for ideas | <ul style="list-style-type: none"> •Sometimes motivates others •Sometimes energizes people to go the extra mile •Sometimes persuades others toward commitment to ideas or action •Sometimes demonstrates a win-win mindset during negotiations or group decisions •Sometimes exercises power to influence key decisions for the benefit of the team or organization •Sometimes employs different motivational strategies to influence the behavior of others •Sometimes leads people to accomplish goals more significant than they originally thought possible •Sometimes inspires others to support organizational or group priorities •Sometimes assembles coalitions or builds informal, behind-the-scenes support for ideas | <ul style="list-style-type: none"> •Almost always motivates others •Almost always energizes people to go the extra mile •Almost always persuades others toward commitment to ideas or action •Almost always demonstrates a win-win mindset during negotiations or group decisions •Almost always exercises power to influence key decisions for the benefit of the team or organization •Almost always employs different motivational strategies to influence the behavior of others •Almost always leads people to accomplish goals more significant than they originally thought possible •Almost always inspires others to support organizational or group priorities •Almost always assembles coalitions or builds informal, behind-the-scenes support for ideas | | |

ALT: Building Relationships

- Is never approachable and friendly
- Never establishes rapport
- Is never trusted by group members
- Never handles difficult situations constructively and tactfully
- Never negotiates with and influences others to get work accomplished
- Never balances concern for productivity and results with sensitivity for team members' needs or problems
- Never maintains and utilizes relationships outside the team or organization to generate resources or information

- Is rarely approachable and friendly
- Rarely establishes rapport
- Is rarely trusted by group members
- Rarely handles difficult situations constructively and tactfully
- Rarely negotiates with and influences others to get work accomplished
- Rarely balances concern for productivity and results with sensitivity for team members' needs or problems
- Rarely maintains and utilizes relationships outside the team or organization to generate resources or information

- Is sometimes approachable and friendly
- Sometimes establishes rapport
- Sometimes trusted by group members
- Sometimes handles difficult situations constructively and tactfully
- Sometimes negotiates with and influences others to get work accomplished
- Sometimes balances concern for productivity and results with sensitivity for team members' needs or problems
- Sometimes maintains and utilizes relationships outside the team or organization to generate resources or information

- Is almost always approachable and friendly
- Almost always establishes rapport
- Almost always trusted by group members
- Almost always handles difficult situations constructively and tactfully
- Almost always negotiates with and influences others to get work accomplished
- Almost always balances concern for productivity and results with sensitivity for team members' needs or problems
- Almost always maintains and utilizes relationships outside the team or organization to generate resources or information

ALT: Developing Others

- Never acts as a coach or mentor to facilitate others learning from experience
- Never fosters an environment that encourages others to learn from their experiences
- Never finds stretch assignments which require others to achieve significant goals
- Never constructively gives feedback
- Never makes difficult human resource decisions

- Rarely acts as a coach or mentor to facilitate others learning from experience
- Rarely fosters an environment that encourages others to learn from their experiences
- Rarely finds stretch assignments which require others to achieve significant goals
- Rarely constructively gives feedback
- Rarely makes difficult human resource decisions

- Sometimes acts as a coach or mentor to facilitate others learning from experience
- Sometimes fosters an environment that encourages others to learn from their experiences
- Sometimes finds stretch assignments which require others to achieve significant goals
- Sometimes constructively gives feedback
- Sometimes makes difficult human resource decisions

- Almost always acts as a coach or mentor to facilitate others learning from experience
- Almost always fosters an environment that encourages others to learn from their experiences
- Almost always finds stretch assignments which require others to achieve significant goals
- Almost always constructively gives feedback
- Almost always

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| | | <p>necessary to ensure current and future success</p> <ul style="list-style-type: none"> •Never creates a development plan for others •Is never open to feedback from others •Never gives challenging, developmental goals •Never shares one’s time to help others develop •Never proactively shares new ideas and knowledge with others | <p>necessary to ensure current and future success</p> <ul style="list-style-type: none"> •Rarely creates a development plan for others •Is rarely open to feedback from others •Rarely gives challenging, developmental goals •Rarely shares one’s time to help others develop •Rarely proactively shares new ideas and knowledge with others | <p>necessary to ensure current and future success</p> <ul style="list-style-type: none"> •Sometimes creates a development plan for others •Is sometimes open to feedback from others •Sometimes gives challenging, developmental goals •Sometimes shares one’s time to help others develop •Sometimes proactively shares new ideas and knowledge with others | <p>makes difficult human resource decisions necessary to ensure current and future success</p> <ul style="list-style-type: none"> •Almost always creates a development plan for others •Is almost always open to feedback from others •Almost always gives challenging, developmental goals •Almost always shares one’s time to help others develop •Almost always proactively shares new ideas and knowledge with others | |
| <p>ALT: Collaborating and Promoting Teamwork</p> | | <ul style="list-style-type: none"> •Never promotes cooperation among group members •Never champions an environment that supports teamwork •Never has the trust and respect of the team •Never develops cooperative working relationships with others in the organization •Never takes into account how individual actions affect the team •Never fosters a climate of trust and respect within the team •Never removes barriers to positive team performance •Never addresses conflicts and | <ul style="list-style-type: none"> •Rarely promotes cooperation among group members •Rarely champions an environment that supports teamwork •Rarely has the trust and respect of the team •Rarely develops cooperative working relationships with others in the organization •Rarely takes into account how individual actions affect the team •Rarely fosters a climate of trust and respect within the team •Rarely removes barriers to positive team performance •Rarely addresses conflicts and | <ul style="list-style-type: none"> •Sometimes promotes cooperation among group members •Sometimes champions an environment that supports teamwork •Sometimes has the trust and respect of the team •Sometimes develops cooperative working relationships with others in the organization •Sometimes takes into account how individual actions affect the team •Sometimes fosters a climate of trust and respect within the team •Sometimes removes barriers to positive team | <ul style="list-style-type: none"> •Almost always promotes cooperation among group members •Almost always champions an environment that supports teamwork •Almost always has the trust and respect of the team •Almost always develops cooperative working relationships with others in the organization •Almost always takes into account how individual actions affect the team •Almost always fosters a climate of trust and respect within the team •Almost always removes barriers to | |

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| | | <p>disagreements that affect team effectiveness</p> <ul style="list-style-type: none"> •Never models teamwork by cooperating with other leaders •Never ensures that the team works well with other groups and organizations | <p>disagreements that affect team effectiveness</p> <ul style="list-style-type: none"> •Rarely models teamwork by cooperating with other leaders •Rarely ensures that the team works well with other groups and organizations | <p>performance</p> <ul style="list-style-type: none"> •Sometimes addresses conflicts and disagreements that affect team effectiveness •Sometimes models teamwork by cooperating with other leaders •Sometimes ensures that the team works well with other groups and organizations | <p>positive team performance</p> <ul style="list-style-type: none"> •Almost always addresses conflicts and disagreements that affect team effectiveness •Almost always models teamwork by cooperating with other leaders •Almost always ensures that the team works well with other groups and organizations | |
| <p>ALT: Developing Strategic Perspective</p> | | <ul style="list-style-type: none"> •Never knows how one's work relates to the organization's business strategy •Never balances the short-term and long-term needs of the organization •Never demonstrates forward thinking about tomorrow's issues •Never proposes initiatives that become part of the organization's strategic plan •Never clarifies vision, mission, values, and long-term goals for others •Never translates the organization's vision and objectives into challenging and meaningful goals for others •Never ensures that work group goals are aligned with the organization's strategic goals and vision •Never explains to | <ul style="list-style-type: none"> •Rarely knows how one's work relates to the organization's business strategy •Rarely balances the short-term and long-term needs of the organization •Rarely demonstrates forward thinking about tomorrow's issues •Rarely proposes initiatives that become part of the organization's strategic plan •Rarely clarifies vision, mission, values, and long-term goals for others •Rarely translates the organization's vision and objectives into challenging and meaningful goals for others •Rarely ensures that work group goals are aligned with the organization's strategic goals and vision | <ul style="list-style-type: none"> •Sometimes knows how one's work relates to the organization's business strategy •Sometimes balances the short-term and long-term needs of the organization •Sometimes demonstrates forward thinking about tomorrow's issues •Sometimes proposes initiatives that become part of the organization's strategic plan •Sometimes clarifies vision, mission, values, and long-term goals for others •Sometimes translates the organization's vision and objectives into challenging and meaningful goals for others •Sometimes ensures that work group goals are aligned with the organization's | <ul style="list-style-type: none"> •Almost always knows how one's work relates to the organization's business strategy •Almost always balances the short-term and long-term needs of the organization •Almost always demonstrates forward thinking about tomorrow's issues •Almost always proposes initiatives that become part of the organization's strategic plan •Almost always clarifies vision, mission, values, and long-term goals for others •Almost always translates the organization's vision and objectives into challenging and meaningful goals for others •Almost always ensures that work group goals are aligned with the organization's | |

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| <p>others how changes in one part of the organization affect other organizational systems</p> <ul style="list-style-type: none"> •Never sets or articulates a compelling vision for the team or organization •Never communicates highest-priority strategic initiatives to keep the leadership team focused on the right things •Never ensures that all systems in the organization are aligned toward achieving overall strategic goals •Never leads team/organizational efforts that exploit the desirable opportunities | <p>others how changes in one part of the organization affect other organizational systems</p> <ul style="list-style-type: none"> •Rarely explains to others how changes in one part of the organization affect other organizational systems •Rarely sets or articulates a compelling vision for the team or organization •Rarely communicates highest-priority strategic initiatives to keep the leadership team focused on the right things •Rarely ensures that all systems in the organization are aligned toward achieving overall strategic goals •Rarely leads team/organizational efforts that exploit the desirable opportunities | <p>strategic goals and vision</p> <ul style="list-style-type: none"> •Sometimes explains to others how changes in one part of the organization affect other organizational systems •Sometimes sets or articulates a compelling vision for the team or organization •Sometimes communicates highest-priority strategic initiatives to keep the leadership team focused on the right things •Sometimes ensures that all systems in the organization are aligned toward achieving overall strategic goals •Sometimes leads team/organizational efforts that exploit the desirable opportunities | <p>strategic goals and vision</p> <ul style="list-style-type: none"> •Almost always explains to others how changes in one part of the organization affect other organizational systems •Almost always sets or articulates a compelling vision for the team or organization •Almost always communicates highest-priority strategic initiatives to keep the leadership team focused on the right things •Almost always ensures that all systems in the organization are aligned toward achieving overall strategic goals •Almost always leads team/organizational efforts that exploit the desirable opportunities |
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[Also see “Mission, Vision, Goal Setting” rubrics from other organizations and universities:
•Texas A&M University Mission, Vision, Goal Setting Rubric

ALT:
Championing
Change

- Never acts as a change agent who supports the continual need to change
- Never becomes a champion for projects or programs to gain the support of others
- Is never an effective marketer for work group projects, programs, or products
- Never energizes others to want to change by pointing out the need for change
- Never encourages people to let go of old ways so new ways can begin
- Never let others know how change will positively affect them
- Never helps team or work group translate new change goals into practical implementation steps
- Never champions organizational change initiatives in a way that helps people understand, appreciate, and support them
- Never helps others overcome their resistance to change
- Never creates a compelling case for change
- Never fosters an organizational climate that creates business structures and systems for

- Rarely acts as a change agent who supports the continual need to change
- Rarely becomes a champion for projects or programs to gain the support of others
- Is rarely an effective marketer for work group projects, programs, or products
- Rarely energizes others to want to change by pointing out the need for change
- Rarely encourages people to let go of old ways so new ways can begin
- Rarely let others know how change will positively affect them
- Rarely helps team or work group translate new change goals into practical implementation steps
- Rarely champions organizational change initiatives in a way that helps people understand, appreciate, and support them
- Rarely helps others overcome their resistance to change
- Rarely creates a compelling case for change
- Rarely fosters an organizational climate that creates business structures and systems for

- Sometimes acts as a change agent who supports the continual need to change
- Sometimes becomes a champion for projects or programs to gain the support of others
- Is sometimes an effective marketer for work group projects, programs, or products
- Sometimes energizes others to want to change by pointing out the need for change
- Sometimes encourages people to let go of old ways so new ways can begin
- Sometimes let others know how change will positively affect them
- Sometimes helps team or work group translate new change goals into practical implementation steps
- Sometimes champions organizational change initiatives in a way that helps people understand, appreciate, and support them
- Sometimes helps others overcome their resistance to change
- Sometimes creates a compelling case for change
- Sometimes fosters

- Almost always acts as a change agent who supports the continual need to change
- Almost always becomes a champion for projects or programs to gain the support of others
- Is almost always an effective marketer for work group projects, programs, or products
- Almost always energizes others to want to change by pointing out the need for change
- Almost always encourages people to let go of old ways so new ways can begin
- Almost always let others know how change will positively affect them
- Almost always helps team or work group translate new change goals into practical implementation steps
- Almost always champions organizational change initiatives in a way that helps people understand, appreciate, and support them
- Almost always helps others overcome their resistance to change
- Almost always creates a

supporting change initiatives

- Never ensures people understand the links between change initiatives and the team's or organization's strategic direction

supporting change initiatives

- Rarely ensures people understand the links between change initiatives and the team's or organization's strategic direction

an organizational climate that creates business structures and systems for supporting change initiatives

- Sometimes ensures people understand the links between change initiatives and the team's or organization's strategic direction

compelling case for change

- Almost always fosters an organizational climate that creates business structures and systems for supporting change initiatives

- Almost always ensures people understand the links between change initiatives and the team's or organization's strategic direction

ALT: Connects the Group to the Outside World

- Never delivers services that delight external stakeholders by meeting or exceeding their expectations
- Never uses knowledge and feedback from an external perspective to improve products and services
- Never views one's work in the context (through the eyes) of the external stakeholder
- Never helps others understand how meeting stakeholder needs is central to the mission and goals of the organization
- Never translates first-hand knowledge of key stakeholders into organizational strategy, goals, and direction
- Never demonstrates the ability to represent the work group to groups outside the team or organization

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[Also see "Citizenship Rubrics" from other organizations and universities:
•Texas A&M University Citizenship Rubric]

Alternative (ALT) to Stetson Leadership Paradigm rubric based on *The 16 Competencies: Defining Behaviors* by Zenger Folkman, 2013

<http://zengerfolkman.com/wp-content/uploads/2013/12/FAQ-16-Competencies-Defining-Behaviors.pdf>