

Outcome #10: Exercise leadership skills as professionals and as engaged citizens

	Exemplary	Competent	Emerging	Undeveloped
Organizes groups, teams, and/or organizations	Thoughtfully assembles team members (if needed), builds community in teams; recognizes members' expertise/experience; coordinates and moves group toward problem identification; reflects on previous experience that could inform work; is prepared	Can assemble teams if needed; usually builds community in teams; may recognize members' expertise; often help groups identify problems; is prepared	Needs assistance in forming teams; has trouble identifying members' expertise; is sometimes able to help groups identify problems, is not always prepared	Unable to form teams effectively; does not recognize members' expertise; is unable to identify problems; often is not prepared
Facilitates the work of groups, teams and/or organizations	Consistently and respectfully listens; delegates responsibility and empowers group members; facilitates consensus building; creates a positive work environment; creates and maintains time limits for work; assembles needed resources to facilitate work; seeks out other perspectives; resolves conflict	Usually listens to others' input; may delegate some responsibilities; often helps achieve consensus; identifies time limits for work; usually provides needed resources to conduct work; able to help resolve most conflicts	Sometimes listens to others' input; ineffective at delegating responsibility; has difficulty guiding members to consensus; sometimes provides needed resources; has difficulty resolving conflict	Rarely listens to others' ideas; doesn't delegate responsibility; doesn't attempt to reach consensus among members, rarely provides needed resources
Participates effectively in groups, teams, and organizations	Consistently contributes to processes led by others, is mindful of plans developed by others; identifies opportunities to "lead from within"; contributes to value for diverse perspectives within group; gives/receives constructive feedback; stays on task	Often contributes to work led by others; is aware of plans developed by others; usually can lead from within; able to contribute to understanding of diverse perspectives; gives constructive feedback; stays on task	Sometimes contributes to work led by others; occasionally provides leadership from within; has difficulty understanding perspectives	Is not able to contribute to work led by others or provide leadership from within; does not try to understand different perspectives
Defines problems and/or opportunities	Consistently recognizes issues that require change; clearly describes multiple perspectives and solutions; identifies and considers constraints, evaluates potential solutions	Usually recognizes issues that require change; can describe different perspectives; often considers constraints; usually identifies potential solutions	Has difficulty recognizing need for change or potential solutions; sometimes identifies possible solutions	Does not recognize issues or needs for change; is not able to identify solutions
Guides decision-making and action planning processes	Carefully analyzes situations and develops clear plan/agenda; proposes plans and invites input; accepts decisions of group; analyzes and predicts impacts of change; clearly identifies means of evaluating results; incorporates reflection on prior planning processes	Understands situations; develops plans or agendas; usually accepts decisions of group; predicts most impacts of change; usually identifies means of evaluating results	May need help in developing plans, sometimes seeks input; predicts some causes and consequences of actions; examines results but with limited evaluation	Is unable to develop plans or solicit input; does not predict impacts of change; is unable to assess results
Works toward goals and justifies actions	Routinely clarifies goals and identifies steps required to address them; articulates individual group members' responsibilities; reflects on applications, implications, and contributions; consistently develops plans to evaluate results and adjust approach if needed	Often clarifies goals and identifies steps to address them; usually identifies group members' responsibilities; may reflect on applications and contributions; usually develops plans to evaluate results and modify approach when needed	May need assistance in clarifying goals; sometimes identifies group members' responsibilities; sometimes assesses results	Is not able to clarify goals/steps to achieve them; does not reflect on group processes or products; does not evaluate/adjust approach