	Highly Dissastisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	No Information
Thinking Globally						
1. Recognizes the impact of globalization on our business	1	2	3	4	5	N
2. Demonstrates the adaptability required to succeed in a global environment	1	2	3	4	5	N
3. Strives to gain the variety of experiences needed to conduct global business	1	2	3	4	5	N
4. Makes decisions that incorporate global considerations	1	2	3	4	5	N
5. Helps others understand the impact of globalization	1	2	3	4	5	N
Appreciating Diversity						
6. Embraces the value of diversity in people (including culture, race, sex or age)	1	2	3	4	5	N
7. Effectively motivates people from different cultures or backgrounds	1	2	3	4	5	N
8. Recognizes the value of diverse views and opinions	1	2	3	4	5	N
9. Helps others appreciate the value of diversity	1	2	3	4	5	N
10. Actively expands her/his knowledge of other cultures (through interactions, language study, travel, etc.)	1	2	3	4	5	N

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	No Information
Developing Technological Savvy						
11. Strives to acquire the technological knowledge needed to succeed in tomorrow's world	1	2	3	4	5	N
12. Successfully recruits people with needed technological expertise	1	2	3	4	5	N
13. Effectively manages the use of technology to increase productivity	1	2	3	4	5	N
Building Partnerships						
14. Treats co-workers as partners, not competitors	1	2	3	4	5	N
15. Unites his/her organization into an effective team	1	2	3	4	5	N
16. Builds effective partnerships across the company	1	2	3	4	5	N
17. Discourages destructive comments about other people or groups	1	2	3	4	5	N
18. Builds effective alliances with other organizations	1	2	3	4	5	N
19. Creates a network of relationship that help to get things done	1	2	3	4	5	N
Sharing Leadership						
20. Willingly shares leadership with business partners	1	2	3	4	5	N
21. Defers to others when they have more expertise	1	2	3	4	5	N
22. Strives to arrive at an outcome with others (as opposed to *for* others)	1	2	3	4	5	N
23. Creates an environment where people focus on the larger good (avoids sub-optimization or "turfism")	1	2	3	4	5	N

	Highly Dissastisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	No Information
Creating a Shared Vision						
24. Creates and communicates a clear vision for our organization	1	2	3	4	5	N
25. Effectively involves people in decision-making	1	2	3	4	5	N
26. Inspires people to commit to achieving the vision	1	2	3	4	5	N
27. Develops an effective strategy to achieve the vision	1	2	3	4	5	N
28. Clearly identifies priorities	1	2	3	4	5	N
Developing People						
29. Consistently treats people with respect and dignity	1	2	3	4	5	N
30. Asks people what they need to do their work better	1	2	3	4	5	N
31. Ensures that people receive the training they need to succeed	1	2	3	4	5	N
32. Provides effective coaching	1	2	3	4	5	N
33. Provides developmental feedback in a timely manner	1	2	3	4	5	N
34. Provides effective recognition for others' achievements	1	2	3	4	5	N
Empowering People						
35. Builds people's confidence	1	2	3	4	5	N
36. Takes risks in letting others make decisions	1	2	3	4	5	N
37. Gives people the freedom they need to do their job well	1	2	3	4	5	N
38. Trusts people enough to let go (avoids micro-management)	1	2	3	4	5	N

	Highly Dissastisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	No Information
Achieving Personal Mastery						
39. Deeply understands her/his own strengths and weaknesses	1	2	3	4	5	N
40. Invests in ongoing personal development	1	2	3	4	5	N
41. Involves people who have strengths that he/she does not possess	1	2	3	4	5	N
42. Demonstrates effective emotional responses in a variety of situations	1	2	3	4	5	N
43. Demonstrates self-confidence as a leader	1	2	3	4	5	N
Encouraging Constructive Dialogue						
44. Asks people what he/she can do to improve	1	2	3	4	5	N
45. Genuinely listens to others	1	2	3	4	5	N
46. Accepts constructive feedback in a positive manner (avoids defensiveness)	1	2	3	4	5	N
47. Strives to understand the *other person's* frame of reference	1	2	3	4	5	N
48. Encourages people to challenge the status quo	1	2	3	4	5	N
Demonstrates Integrity						
49. Demonstrates honest, ethical behavior in all interactions	1	2	3	4	5	N
50. Ensures that the highest standards for ethical behavior are practiced throughout the organization	1	2	3	4	5	N
51. Avoids political or self-serving behavior	1	2	3	4	5	N
52. Courageously "stands up" for what she/he believes in	1	2	3	4	5	N
53. Is a role model for living our organization's values (leads by example)	1	2	3	4	5	N

	Highly Dissastisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	No Information
Leading Change						
54. Sees change as an opportunity, not a problem	1	2	3	4	5	N
55. Challenges the system when change is needed	1	2	3	4	5	N
56. Thrives in ambiguous situations (demonstrates flexibility when needed)	1	2	3	4	5	N
57. Encourages creativity and innovation in others	1	2	3	4	5	N
58. Effectively translates creative ideas into business results	1	2	3	4	5	N
Anticipating Opportunities						
59. Invests in learning about future trends	1	2	3	4	5	N
60. Effectively anticipates future opportunities	1	2	3	4	5	N
61. Inspires people to focus on future opportunities (not just present objectives)	1	2	3	4	5	N
62. Develops ideas to meet the needs of the new environment	1	2	3	4	5	N
Ensuring Customer Satisfaction						
63. Inspires people to achieve high levels of customer satisfaction	1	2	3	4	5	N
64. Views business processes from the ultimate customer perspective (has an “end to end” perspective.	1	2	3	4	5	N
65. Regularly solicits input from customers	1	2	3	4	5	N
66. Consistently delivers on commitments to customers	1	2	3	4	5	N
67. Understands the competitive options available to her/his customers						

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	No Information
Maintaining a Competitive Advantage						
68. Communicates a positive, "can do" sense of urgency toward getting the job done	1	2	3	4	5	N
69. Holds people accountable for their results	1	2	3	4	5	N
70. Successfully eliminates waste and unneeded cost	1	2	3	4	5	N
71. Provides products/services that help our company have a clear competitive advantage	1	2	3	4	5	N
72. Achieves results that lead to long-term shareholder value	1	2	3	4	5	N

Written Comments

What are your strengths? Or if you are evaluating someone, what does this person do that you particularly appreciate? (Please list two or three *specific* items.)

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What *specifically* might you do to be more effective? Or if evaluating someone, what suggestions would you have for this person on how she or he could become even more effective? (Please list two or three *specific* items.)

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Additional comments:

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Goldsmith, M., Greenberg, C. L. , Robertson, A. & Hu-Chan, M. (2003). Global leadership: The next generation. Prentice Hall.