

**Cornell Leadership Skills for Success
for <Name>**

Please note:

As you proceed in taking the survey, please keep in mind that if at any time you want to return to a previous page, any choices that you have made on your current page will not be saved.

Please indicate the Role that most accurately defines your relationship to the individual.

Please rate the Leader on the percentage of time they demonstrate the following skills:

Has an end in mind.

Effectively manages the impact their area of expertise has on the organization.

People walk away with a clear understanding of the desired result.

Asks insightful and probing questions.

Skillfully puts others at ease, even in difficult situations.

Sacrifices local needs for larger organizational needs when necessary.

Makes work challenging, meaningful, and engaging for their team, and team; delegates and provides good exposure.

Articulates and delivers results in support of the University's goals.

Utilizes a depth of knowledge and experience, either their own or others, in decision making.

Able to identify and focus on the most significant priorities.

Continuously monitors and re-evaluates decisions, priorities, and plans toward the achievement of a vision.

Recognizes the importance of how their ability to be an effective leader.

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Demonstrates personal behaviors that support a healthy life and work balance.	<input type="text"/>
Clearly and passionately articulates a vision to others.	<input type="text"/>
Is knowledgeable about how world trends impact higher education.	<input type="text"/>
Communicates important information and decisions in a timely manner.	<input type="text"/>
Continuously looks for ways to improve things before they become a problem.	<input type="text"/>
Creates an environment where employees feel safe to take risks.	<input type="text"/>
Demonstrates a can-do attitude.	<input type="text"/>
Demonstrates consistent, positive behavior when interacting with others.	<input type="text"/>
Has the judgment to know when to respectfully question if what is being done is the right thing to do.	<input type="text"/>
Works effectively within the boundaries of a complex situation while still moving forward to an outcome.	<input type="text"/>
Works collaboratively with others to determine the optimal path to achieve a goal.	<input type="text"/>
Is optimistic, with respectful perseverance, flexibility, and openness to experience.	<input type="text"/>
Has the ability to control emotions and respond calmly in stress inducing situations.	<input type="text"/>
Is a visionary leader.	<input type="text"/>
Effectively embraces, promotes, and implements change.	<input type="text"/>
Uses data and metrics to provide accurate, thoughtful analysis.	<input type="text"/>
Actively listens to others, seeks to understand and be understood in return.	<input type="text"/>
Is honest and trustworthy, has high standards of personal conduct.	<input type="text"/>

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Creates an environment where mistakes are viewed as opportunities for learning.	<input type="text"/>
Effectively and respectfully overcomes resistance that could hinder achieving results.	<input type="text"/>
Involves others, as appropriate, when the outcomes will impact their work.	<input type="text"/>
Takes responsibility for their actions.	<input type="text"/>
Provides others with helpful and timely feedback.	<input type="text"/>
Effectively mobilizes resources to respond to opportunities and problems.	<input type="text"/>
Effectively balances the need to seek input and information with the need to move a decision forward.	<input type="text"/>
Able to assess both internal and external drivers, opportunities, and risks to achieving a goal.	<input type="text"/>
Provides reliable and dependable leadership, even when there is ambiguity, uncertainty, and incomplete information.	<input type="text"/>
Demonstrates foresight and imagination to see possibilities, opportunities, and trends.	<input type="text"/>
Demonstrates an understanding of the scale/scope of the organization.	<input type="text"/>
Adapts method of style/message delivery to varying audiences to best be understood.	<input type="text"/>
Recognizes when there are problems that need to be solved.	<input type="text"/>
Values and respects each member of the Cornell community, regardless of position.	<input type="text"/>
Effectively achieves priorities, goals, and objectives.	<input type="text"/>
Able to synthesize complex information toward a positive outcome.	<input type="text"/>
Able to effectively secure and utilize necessary resources.	<input type="text"/>
Facilitates purposeful and positive change.	<input type="text"/>

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Willingly admits when they have been wrong and offers apologies if warranted.	<input type="text"/>
Takes different perspectives, including self, others, and the big picture, into consideration when creating a path forward.	<input type="text"/>
Demonstrates a willingness to listen to new information to determine the best approach.	<input type="text"/>
Is open to new ideas, alternatives, or perspectives - willing to learn from others.	<input type="text"/>
Builds a shared vision with others and inspires others to translate this vision into action.	<input type="text"/>
Is able to successfully navigate with people and systems within the university to get things done.	<input type="text"/>
Delivers sincere and honest communications.	<input type="text"/>
Demonstrates a logical and systematic approach to solving problems.	<input type="text"/>
Works with others to solve problems rather than finding blame.	<input type="text"/>
Does the right thing, under any circumstance.	<input type="text"/>
Recognizes talent and consistently works to coach, mentor, develop, and grow leadership for Cornell.	<input type="text"/>
Acknowledges the support and contributions of others in achieving results.	<input type="text"/>
Is a strategic thinker.	<input type="text"/>
Has the courage to take calculated risks.	<input type="text"/>
Creates a positive environment, one free from fear.	<input type="text"/>
Demonstrates strong business savvy/acumen.	<input type="text"/>
Leads by example; is a positive role model for others.	<input type="text"/>
Demonstrates fairness and consistency in decision making.	<input type="text"/>
Develops new skills necessary to succeed.	<input type="text"/>
Is an effective communicator.	<input type="text"/>
Is a good developer of people.	<input type="text"/>
Creates an environment of honesty and openness, where people can be themselves.	<input type="text"/>

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Develops trust.	<input type="text"/>
Negotiates well; orchestrates win-win solutions.	<input type="text"/>
Is an effective relationship builder.	<input type="text"/>
Is self-aware.	<input type="text"/>
Demonstrates an openness and belief in others' ability to grow beyond their current role.	<input type="text"/>
Has a passion for self-discovery and actively seeks feedback.	<input type="text"/>
Has an ability to see beyond the current situation to define a better future state.	<input type="text"/>
Effectively manages continuous improvement.	<input type="text"/>
Demonstrates empathy and compassion for others.	<input type="text"/>
Is tolerant of ambiguity and has an ability to accept those things that are not clearly defined.	<input type="text"/>
Follows through on commitments, can be depended upon.	<input type="text"/>
Stands behind decisions and, when appropriate, is willing to re-evaluate a decision.	<input type="text"/>
Actively engages in learning beyond one's area of expertise, expanding their world view.	<input type="text"/>
Communicates in a manner that inspires others to follow.	<input type="text"/>
Takes action to ensure stewardship within their organization and the university.	<input type="text"/>
Effectively sets achievable goals, milestones, and deadlines and holds self and others accountable.	<input type="text"/>
Develops effective teams by sharing goals and fostering collaboration among members.	<input type="text"/>
Demonstrates effective judgment and decision making.	<input type="text"/>
Demonstrates the courage to take whatever ethical actions are necessary to increase value, no matter how difficult or contrary they may be.	<input type="text"/>
Is authentic and accountable to self and others in the university and community.	<input type="text"/>
Conveys respect and professionalism in interactions.	<input type="text"/>
Anticipates obstacles; takes calculated risks.	<input type="text"/>

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Please indicate your perceptions of this leader's readiness to take on a position at least one level up from their current position (e.g. Does the person have the skill and competencies it will require to hold a position at least one level up from their current position?)

Please indicate your perception of this leader's willingness to take on a position at least one level up from their current position (e.g. Is this leader willing to devote the time, energy, humility, courage, self-investment, and leadership of holding themselves and others accountable that it will require to hold a position at least one level up from their current position?)

What are this leader's strengths?

What might this individual do to be a more effective leader?

What else would you like to share with this leader?
