Leadership

ZU graduates will be able to undertake leadership roles and responsibilities, interacting effectively with others to accomplish shared goals.

Indicator	Criteria	L E V E L			
		Beginning	**Developing**	**Accomplished**	**Exemplary**
1. Act responsibly with self-awareness of actions and values	**1.1. Demonstrate integrity and professionalism by developing awareness of personal strengths and weaknesses and taking responsibility for actions**	Minimal awareness of one's ability to have impact on a group Limited awareness of one's own skills	Some awareness of strengths and how to contribute to group, limited ability to identify weakness	Adapts strengths to needs of group, seeks way to improve weakness	Deep self-awareness and clear articulation of impact of one.
2. Work effectively in group and interpersonal (dyadic) contexts	**2.1. Participate in leadership social processes by exploring roles and responsibilities, developing knowledge and expertise, and managing interpersonal relationships**	Share ideas and listens of others when completing tasks	Offers suggestions(courses of action)	Proposes alternative solutions, considers ideas of others	Articulates merits of various options, helps group achieve goals
			Gives careful consideration of ideas of the group	Synthesizes ideas of group members	Encourages participation by all group members
			Proposes and evaluates solutions to real problems	Proposes, evaluates and implements appropriate solutions (actions) for attaining goals	
		Polite and constructive in communications	Positive written and oral communication	Motivates other group members to contribute	Encourages polite and constructive communication, respectful to all group members

1

	Indicator		Criteria	LEVEL			
				Beginning	Developing	Accomplished	Exemplary
3.	Demonstrate capacity to attain goals	3.1.	Evaluate and select approaches to accomplish tasks by assessing information, creating a vision, and executing a plan with appropriate leadership styles, creativity, and flexibility	Single dimensional, presents limited ideas or options	Weighs different ideas, evaluates effectiveness of each.	Proposes multiple solutions demonstrates comprehension of problem	Thorough and insightful approach, transformative suggestions
				Solutions do not necessarily fit problem	Approach attaining goals is inadequately developed.	Multidimensional in approach; can develop implementation strategies for different solutions.	Creative and contextually appropriate solutions and plans for implementation
				No plan, and is ambiguous in offering options	Narrow focus in identifying tasks or in creative solutions		Thorough use of analysis and reasoning
				Limited understanding of different styles of leadership	Some comprehension of different leadership styles	Ability to change leadership style based on needs of group	Careful application of different styles of leadership based on context
				Limited contributions to group, addresses only what is required or assigned	Ability to take some initiative in assigned roles to accomplish goals	Ability to take on different roles depending on needs of group	Willingness to take on different roles and enthusiasm and flexibility to help group accomplish goals

In charting the different stages of achievement, the Committee suggests employing a developmental framework where beginning stages illustrate understanding and awareness, developing stages demonstrate basic application, and accomplished stages exhibit appropriate application in new contexts.