## LEADERSHIP ASSESSMENT REPORT

### PART I - Attributes (what a leader is): Characteristics that are an inherent part of an individual's total core, physical, and intellectual aspects. Attributes shape how one behaves

#### 1. Character:
A person's moral and ethical qualities which give a leader motivation to do what is appropriate regardless of circumstances or consequences.

**ARMY VALUES** (Comments mandatory in Part III for all "NO" entries)  

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the Unit and other Soldiers</td>
<td>![Mark for Yes/No]</td>
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<tr>
<td>DUTY: Fulfills professional, legal, and moral obligations</td>
<td>![Mark for Yes/No]</td>
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<tr>
<td>RESPECT: Treats others as they should be treated; promotes dignity, consideration, &amp; fairness</td>
<td>![Mark for Yes/No]</td>
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<tr>
<td>SELFLESS-SERVICE: Places welfare of others and Army priorities before self</td>
<td>![Mark for Yes/No]</td>
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**EMPATHY:** The ability to see something from another person's point of view, to identify with and enter into another person's feelings and emotions.

**WARRIOR ETHOS:** I will always place the mission first; I will never accept defeat; I will never quit; I will never leave a fallen comrade.

### 2. Presence
The impression that a leader makes on others, which contributes to their success in leading them; the image that a leader projects; how others perceive a leader (outward appearance, demeanor, words, and actions).

**MB** (Military Bearing)  
Projects a commanding presence and professional image of authority.

**CF** (Confident)  
Projects self-confidence and certainty; demonstrates composure and poise; calm and collected; possesses self-control of emotions.

**MA** (Mental Agility)  
Flexibility of mind; the ability to adapt to ever-changing conditions; improvisation.

**IP** (Interpersonal Tact)  
Effectively interacts with others; possesses the capacity to understand personal interactions with others; awareness of how others see you.

**ESN** (Physically Fit)  
Having sound health, strength, and endurance that supports one's health, strength, and endurance.

**RS** (Resilient)  
Ability to recover quickly from setbacks, shocks, adversity, stress or injury while maintaining a mission and organizational focus.

**SJ** (Sound Judgment)  
Makes assessments of situations and draws feasible conclusions; maintains sound and timely decisions.

**DK** (Domain Knowledge)  
Possessing facts, beliefs, and logical assumptions in relevant areas; technical, tactical, cultural, and geopolitical knowledge.

### 3. Intellectual Capacity
The ability to draw on the mental tendencies and resources that shape a leader's conceptual abilities and impact of effectiveness, which then are applied to one's duties and responsibilities.

**LE** (Leads By Example)  
Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character.

**LD** (Leads Others)  
Motivates, inspires, and influences others to take initiative, to work toward a common purpose, to accomplish critical tasks and to achieve unit objectives.

**CP** (Creates a Positive Environment)  
Creates a positive cultural and ethical environment.

**GR** (Gets Results)  
Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment.

**CO** (Communicates)  
Clearly expresses ideas to ensure understanding, actively listens to others, and practices effective communication techniques.

### PART II - Core Leader Competencies (what a leader does):
Works to lead others; develops themselves, their subordinates and organizations to achieve mission accomplishment.

#### 1. Leads
The application of character, presence, intellect and abilities while guiding others toward a common goal and mission accomplishment.

**LD** (Leads By Example)  
Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character.

**LE** (Leads Others)  
Motivates, inspires, and influences others to take initiative, to work toward a common purpose, to accomplish critical tasks and to achieve unit objectives.

**LE** (Leads By Example)  
Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character.

**CP** (Creates a Positive Environment)  
Creates a positive cultural and ethical environment.

#### 2. Develops
Taking actions to foster team work, encourage initiative, and to accept personal responsibility, while demonstrating care.

**CP** (Creates a Positive Environment)  
Creates a positive cultural and ethical environment.

**PS** (Prepares Self)  
Self-study, self-development and becoming multi-skilled; ensures they are prepared to lead.

**DO** (Develops Others)  
Encourages and supports others; grows as individuals and teams; prepares others for success; makes the organization more versatile.

**EI** (Extends Influence beyond CoC)  
Uses indirect means to influence others outside normal chain of command involves diplomacy, negotiation, conflict resolution and mediation.

**CO** (Communicates)  
Clearly expresses ideas to ensure understanding, actively listens to others, and practices effective communication techniques.

**EL** (Extends Influence beyond CoC)  
Uses indirect means to influence others outside normal chain of command involves diplomacy, negotiation, conflict resolution and mediation.

**DO** (Develops Others)  
Encourages and supports others; grows as individuals and teams; prepares others for success; makes the organization more versatile.

**PS** (Prepares Self)  
Self-study, self-development and becoming multi-skilled; ensures they are prepared to lead.

**GR** (Gets Results)  
Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment.
### LEADERSHIP ASSESSMENT REPORT

#### PART III – RECORD OF OBSERVATIONS AND COUNSELING

**a. SUMMARY OF OBSERVATION:** Summarize most significant observed leadership behaviors. Use sufficient detail to support summary ratings in Parts I and II. Use continuation card if necessary.

**b. COUNSELING:** Comment on at least 1 “SUSTAIN” and 1 “IMPROVE” attribute and/or core leader competency as identified in Part I and II. (“IMPROVE” comments are required for each “N” entry in Part I and II) Not required for Spot Report.

**SUSTAIN:**

**IMPROVE:**

### PART IV – OVERALL NET ASSESSMENT (Circle one)

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**RATED CADET NAME**

**UNIT**

**DUTY POSITION (Location if Spot Report)**

**DATE**

**RATED CADET SIGNATURE**

**ASSESSOR NAME / INITIALS**

**CADRE**

**CADET**

NOTE: Signature indicates that counseling was administered as reflected in Part 1b above, and does not imply agreement with ratings.