

Levels of Leadership

Bowling Green University, <http://folios.bgsu.edu/assessment/Rubrics.htm>, downloaded March 21, 2002

“Leading” involves guiding a group to achieve its goal. It does not require formal authority or power, but is more a matter of influence, integrity, spirit, and respect. Leadership quality in this course will be evaluated using the features defining the four levels shown below.

Level 1 Leadership (Beginner)

- Gives an impression of reluctance or uncertainty about exercising leadership
- Focuses exclusively on the task to be accomplished without regard to the people, or focuses exclusively on the interpersonal relations and attitudes of people in the group without regard to the task
- Asks for ideas or suggestions without intending to consider them
- May show favoritism to one or more group members
- Takes the group off track

Level 2 Leadership (Novice)

- Shows occasional signs of insecurity about leading, or is overly confident about own leadership skills
- Gives too much attention to the task or to interpersonal relations in the group
- Asks for ideas and suggestions but neglects to consider them
- Lets the group ramble or stray off track too much, or keeps the group so rigidly on track that relevant issues or concerns are ignored
- Has an agenda and goals for the group

Level 3 Leadership (Proficient)

- Looks comfortable and confident in exercising leadership duties
- Circulates a prepared agenda in advance
- Balances the need for task accomplishment with the needs of individuals in the group
- Listens actively and shows understanding by paraphrasing or by acknowledging and building on others' ideas
- Shows respect to all group members
- Shares information openly
- Assigns tasks by seeking volunteers, delegating as needed
- Checks for agreement, acceptance, buy-in
- Gives recognition and encouragement

Level 4 Leadership (Advanced)

All of the positive features of proficient leadership, plus:

- Engages all group members
- Keeps the group on track by managing time, providing coaching or guidance, using humor, or resolving differences, as needed
- Intervenes when tasks are not moving toward goals
- Involves the group in setting challenging goals and planning for their accomplishment
- Helps others to provide leadership