

Leadership – Leverages the strengths of others to achieve common goals and uses interpersonal skills to coach and develop others.

Level	Demonstrated Behavior	Associated Skills	Example
Level I <i>Basic Experience</i>	Shares a common view with other team members and respects and recognizes the strength of others.	Accountability Credibility	Tom volunteered to be the team liaison to keep other team members apprised of new developments and share concerns of the team with the department staff.
Level II <i>Practical Application</i>	Shares a common view with other team members and respects and recognizes the strength of others. Supports development of others to leverage strength of team.	Accountability Credibility Trust Inclusive	As a student member of the Advisory Committee, Olivia help bring an informed perspective to the discussions. Olivia provided cogent, reasonable explanations that reflected the experiences behind the scenes. Her feedback was instructive and relatable to her fellow students on the committee.
Level III <i>Advanced Application</i>	Leverage the strengths of others to achieve common goals and use interpersonal skills to coach and develop others to accomplish organizational goals.	Accountability Credibility Interpersonal Skills Inclusive	Octavio is a quiet leader who often led by example. His maturity was appreciated with the work he did with first-year students. His insight helped them navigate Bowdoin, make a smooth transition to college life, and supported them through a crucial first steps of college life.
Level IV <i>Subject Area Expertise and Application</i>	Leverage the strengths of others to achieve common goals and use interpersonal skills to coach and develop others. Manage and delegate work to others to work toward a shared vision. Promotes inclusiveness and collaboration.	Accountability Coaching Credibility Interpersonal Skills Trust Inclusive	During a campus-wide power failure, Sam stepped into a leadership role to offset the expected crowds at Thorne. He opened Express despite the lack of power. He rallied the crew to double the amount of sandwiches produced while considering how to maintain safe temperatures without refrigeration. Sam effectively communicated to the student body that Express was open. His strong work ethic and creative thinking helped minimize crowds and safety concerns at Thorne.
Level V <i>Mastery and Extensive Application</i>	Leverage the strengths of others to achieve common goals and use interpersonal skills to coach and develop others. Manage and delegate work to others to work toward a shared vision. Promotes inclusiveness and collaboration to align common goals and objectives. Clarifies individual and team roles and accountabilities. Handles interpersonal issues effectively.	Accountability Coaching Credibility Interpersonal Skills Trust Inclusive	Connor helped with staff training and supervising student assistants as well as working with staff development to implement new processes and procedures. As a trainer, Connor was creative and empathetic, and able to find the “key” to each of his trainees by tailoring the training to each student’s unique style. His strong supervisory skills earned him the respect from other students. He managed to find the right balance to handle conflicts and hold others accountable.