

# LEADERSHIP ASSESSMENT REPORT

CADET COMMAND REG 145-3  
REQUIREMENTS CONTROL SYMBOL ATCC-122

**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)	Yes	No		Yes	No
1. <b>LOYALTY:</b> Bears true faith and allegiance to the U.S. Constitution, the Army, the Unit and other Soldiers					
2. <b>DUTY:</b> Fulfills professional, legal, and moral obligations			5. <b>HONOR:</b> Adherence to the Army's publicly declared code of values		
3. <b>RESPECT:</b> Treats others as they should be treated; promotes dignity, consideration, & fairness			6. <b>INTEGRITY:</b> Does what is right both legally and morally; honest in word and deed		
4. <b>SELFLESS-SERVICE:</b> Places welfare of others and Army priorities before self			7. <b>PERSONAL COURAGE:</b> Faces fear, danger, or adversity		
<b>EMPATHY:</b> The ability to see something from another person's point of view, to identify with and enter into another person's feelings and emotions					
<b>WARRIOR ETHOS:</b> I will always place the mission first; I will never accept defeat; I will never quit; I will never leave a fallen comrade					

Mark "E", "S", or "N" for each observed dimension. IMPROVE comments in Part III are mandatory when rating of "N" is indicated

<b>2. Presence</b> 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)	<b>MB</b>	<b>Military Bearing</b>			<b>PF</b>	<b>Physically Fit</b>					
	Projecting a commanding presence and professional image of authority				Having sound health, strength, and endurance that supports one's emotional health and conceptual abilities under stress						
	<b>CF</b>	<b>Confident</b>			<b>RS</b>	<b>Resilient</b>					
	Projects self-confidence and certainty; demonstrates composure and poise; calm and collected; possesses self control of emotions				Showing a tendency to recover quickly from setbacks, shock, adversity, stress or injury while maintaining a mission and organizational focus						
<b>3. Intellectual Capacity</b> 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	<b>MA</b>	<b>Mental Agility</b>			<b>SJ</b>	<b>Sound Judgment</b>		<b>IN</b>	<b>Innovation</b>		
	Flexibility of mind; a tendency to anticipate or adapt to ever-changing conditions; improvisation				Assesses situations and draws feasible conclusions; makes sound and timely decisions			Ability to introduce something new; is original in thoughts and ideas; creative			
	<b>IP</b>	<b>Interpersonal Tact</b>				<b>DK</b>	<b>Domain Knowledge</b>				
	Effectively interacts with others; possesses the capacity to understand personal interactions with others; awareness of how others see you					Possessing facts, beliefs, and logical assumptions in relevant areas; technical, tactical, cultural and geopolitical knowledge					

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

<b>1. Leads</b> The application of character, presence, intellect and abilities while guiding others toward a common goal and mission accomplishment	<b>LD</b>	<b>Leads Others</b>				<b>EI</b>	<b>Extends Influence beyond CoC</b>			
	Motivates, inspires, and influences others to take initiative, to work toward a common purpose, to accomplish critical tasks and to achieve unit objectives					Uses indirect means to influence others outside normal chain of command Involves diplomacy, negotiation, conflict resolution and mediation				
<b>2. Develops</b> Taking actions to foster team work, encourage initiative, and to accept personal responsibility, while demonstrating care	<b>LE</b>	<b>Leads by Example</b>				<b>CO</b>	<b>Communicates</b>			
	Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character					Clearly expresses ideas to ensure understanding, actively listens to others, and practices effective communication techniques				
<b>3. Achieves</b> Sets objectives and focuses on mission accomplishment	<b>CP</b>	<b>Creates a Positive Environment</b>			<b>PS</b>	<b>Prepares Self</b>		<b>DO</b>	<b>Develops Others</b>	
	Creates a positive cultural and ethical environment				Self-study, self-development and becoming multi-skilled; ensures they are prepared to lead		encourages and supports others to grow as individuals and teams; prepares others for success; makes the organization more versatile			
	<b>GR</b>	<b>Gets Results</b>								
	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									

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## PART III – RECORD OF OBSERVATIONS AND COUNSELING

Check here if **SPOT REPORT**

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)

**E S N**

RATED CADET NAME

UNIT

DUTY POSITION (Location if Spot Report)

DATE

RATED CADET SIGNATURE

ASSESSOR NAME / INITIALS

CADRE CADET