

Common Letter of Recommendation

Section 1: Recommender Information

Prefix

First (Given) Name

Middle Name

Last (Family) Name/
Surname

Current Organization

Current Position/Title

Industry

Street Address

City

Country

State/Region/
Province

Postal Code

Telephone number
(including country
code)

Email address

Alternative email
address (Optional)

*(If you are using your
personal email account for
this recommendation,
please enter your work
email address which may
be used as a verification of
your identity if the
applicant is admitted.)*

Context of
Relationship

If other, please explain

Nature of Relationship

If other, please explain

How long have you known the applicant?

Years

Months

During which period of time have you had the most frequent contact with the applicant?

From (mm/yyyy)

To (mm/yyyy)

If you are affiliated with <name of business school> or <name of University>, please select the option that most closely matches

Value in < > fields will be based on the participating school to which the candidate is applying

If other, please explain

May we contact you regarding this applicant?

Did you use a translator?

Section 2: Leadership Assessment Grid

In this section, you will find 16 competencies and character traits that contribute to successful leadership. The competencies and character traits are grouped into five categories:

- Achievement
- Influence
- People
- Personal Qualities
- Cognitive Abilities

For each competency, please select the one button that corresponds to the behavior that you have seen the applicant most consistently exhibit. We acknowledge that all applicants have both areas of strength and areas of development. Your candid and honest appraisal will assist in evaluation of the applicant. Please assume that each level builds upon behaviors of the previous level.

Achievement

Initiative:

*Acts ahead of need/
anticipates problems*

No basis for judgment

Willing to step in and take action when required to do so

Takes charge spontaneously when problem needs attention and no one steps forward

Seeks out new work challenges, tackles problems head-on and works to resolve them without delay

Proactively puts in extra effort to accomplish critical or difficult tasks, and persists in the face of obstacles

Actively seeks high-impact and high-visibility projects and steps up to the challenge even when things are not going well, frequently takes actions that grow the team or organization

Results

Orientation:

*Focuses on and
drives toward
delivering on goals,
objectives, and
performance
improvement*

No basis for judgment

Fulfills assigned tasks

Takes specific, tailored actions to overcome obstacles to achieve goals, plans for contingencies

Acts to exceed goals and raise effectiveness of organization

Introduces incremental improvements to enhance business performance using robust analysis, sets continually higher goals for self and team

Invents new approaches and works to meet or exceed best-in-class standards and levels of performance

Influence

Communication

Delivers messages and ideas in a way that they can be easily heard and accepted and can engage an audience; uses listening and other attending behaviors to create a shared understanding of topic

No basis for judgment

Gets point across, responds to explicit concerns when asked

Stays on topic, reframes statements when necessary to make them clearer, organizes content so that it is easily understood, takes time to listen

Present views clearly and structures content to present views in a way that is logical and easily followed by a broad audience, acknowledges audience feedback

Explicitly structures content to engage specific audience segments, uses tailored language and examples that appeal to specific groups, asks pertinent questions, restates or paraphrases what others have said to check for understanding

Structures content for senior-level meetings and presentations and maintains composure when challenged, solicits opinions and concerns and incorporates them "in the moment," discusses them openly and adjusts communication

Influence and Collaboration

Engages and works with people over whom he/she has no direct control

No basis for judgment

Accepts input from others

Actively seeks input from others and engages them in problem solving

Seeks first to understand perspectives of others, takes actions to gain their support for ideas and initiatives

Uses tailored approaches to influence and bring others together across boundaries, and to achieve results and share best practices

Uses tailored approaches to influence, create and leverage a network of strategically chosen individuals, builds enduring partnerships to significantly improve outcomes, even at some personal cost

**Professional
Impression, Poise
and Presence**

*Maintains self-control
and positive external
response even in
time of crisis or
conflict; manages
impression made on
others*

No basis for judgment

Speaks politely, demonstrates generally accepted manners, expresses desire to make a positive impression

Remains measured in a variety of situations, works to manage impression and prepares for situations to appear confident

When emotions are aroused, actively restrains from expressing them, leaves a positive and professional impression, responds confidently to situation or circumstance

Channels strong emotion into positive action, comes across as confident and strong, responds rapidly and strongly to crisis

When in strong conflict, restrains emotional response (grace under pressure), takes positive action to respond and engage with all stakeholders, has strong presence ('gravitas') and charisma, mobilizes followership to take action in times of crisis

People

Respect for Others:

Acknowledges the value of others' views and actions

No basis for judgment

Open to others' views when challenged

Treats others and their opinions with respect when offered, shares praise and credit

Invites input from others because of expressed respect for them and their views, expresses respect as a means to invite such input

Praises people publicly for their good actions, ensures that others' ideas and opinions are heard before their own

Uses understanding of others and self to resolve conflicts and foster mutual respect, reinforces respect among teams and individuals by publicly praising them when they invite input from others and use it

Team Leadership:

Manages and empowers a team of formal or informal direct reports, including virtual teams

No basis for judgment

Assigns tasks to team members, checks when they are done

Assigns tasks to team members and explains purpose, checks into work while in progress as well as results

Solicits ideas and perspectives from the team, holds members accountable

Actively engages the team to develop plans and resolve issues through collaboration, shows the impact of individual/team contributions

Recruits others into duties or roles based on insight into individual abilities, rewards those who exceed expectations

Developing Others:

Helps people develop their performance and ability over time

No basis for judgment

Encourages people to develop themselves, praises them for improvements

Points out mistakes to help people correct deficiencies

Provides specific examples and gives positive and negative behavioral feedback to support development

Provides practical guiding principles and recommendations to direct or focus efforts on specific areas of development

Inspires and motivates others to develop by providing feedback and identifying growth opportunities, identifies on-the-job opportunities that foster other's development

**Change
Leadership:**

*Energizes and aligns
groups of people to
participate in
organizational
change*

No basis for judgment

Encourages people to go along with change

Challenges status quo and identifies what needs to change

Defines positive direction for change and persuades others to support it by providing compelling reasons and vision

Mobilizes individuals to change behavior by using a range of tailored appeals to motives

Builds coalition of supporters and coordinates change across multiple individuals, creates champions who will mobilize others to change

Personal Qualities

Trustworthiness/ Integrity:

Acts consistently in line with or follows explicit values, beliefs or intentions

No basis for judgment
Articulates intentions and values or beliefs when asked
Acts spontaneously and consistently with stated intentions, values, or beliefs when it is easy to do so
Acts spontaneously and consistently with stated intentions, values, or beliefs despite opposition
Initiates actions based on values or beliefs even though the actions may put self at risk (e.g. supervisor conflict), demonstrates the values of the team or organization publicly despite personal risk
Reinforces behaviors and holds people accountable to the organizational values, even at cost to self, team, or organization

Adaptability/ Resilience:

Adapts to changing demands and circumstances without difficulty. Maintains calm optimism in the face of challenge, problems, or apparent failure

No basis for judgment
Prefers existing methods and procedures but adapts when required to do so, persists until confronted with obstacle
Adapts to new methods and procedures, takes efforts to overcome obstacle or failure
Champions adoption of new initiatives and processes, redoubles efforts to overcome obstacle or failure
Seeks out disruptions as an opportunity for improvement, remains calm and optimistic in difficult situations that may result in failure
Energized by projects with high degree of uncertainties or risks but great potential benefit, seeks to be the first into unknown or unfamiliar situations, excited by failure that points to clear direction to develop for future success

Self-Awareness:

Aware of and seeks out additional input on own strengths and weaknesses

No basis for judgment

Acknowledges fault or performance problem when confronted with concrete example or data

Acknowledges weakness and responds positively to performance feedback to improve, learns from past experiences and works diligently so that mistakes are not repeated

Describes own key strengths and weaknesses accurately and with evidence, welcomes or invites feedback from others to improve and discusses opportunities to change with select individuals

Seeks out select people to provide explicit feedback to address desired improvement areas or build strengths, discusses weaknesses openly, explores reasons for problems, including own faults, without taking feedback personally

Has an accurate and comprehensive self-assessment, seeks out challenging and potentially embarrassing or risky improvement opportunities, identifies and engages with resources—people, processes, or content—to maximize strengths or mitigate weaknesses

Cognitive Abilities

Information Seeking:

Probes deeply into issues and seeks out facts and evidence needed to inform decisions

No basis for judgment

Asks direct questions about current problem with immediately available individuals

Investigates problems by going directly to sources of information

Asks a series of probing questions to get to the root of a situation or a problem

Does research by making a systematic effort over a limited period of time to obtain needed data or feedback

Involves others who would not normally be involved including experts or outside organizations, gets them to seek out information

Analytical Thinking:

Reasons from causes to effects, through multiple steps as needed

No basis for judgment

Sorts information by using lists or categories

Sees obvious implications, maps single causes to single effects

Organizes and classifies complex or large sets of data, sees multiple and/or subtle implications, maps multiple causes to single effect, and single cause to multiple effects

Follows complex lines of reasoning with multiple causes and effects, extracts relevant data to test assumptions and identifies likely causes/implications

Undertakes complex tasks and applies accurate logic to break them down into manageable parts in a systematic way, maps complex causes and effects systems and draws logical and objective conclusions from data, information, and analyses conducted

Problem Solving:

Frames problems, analyzes situations, identifies key issues, conducts analysis on the issues, and produces acceptable solution

No basis for judgment

Focuses on immediate, short- term implications, when faced with problems, chooses an obvious path

Prefers problem-solving within comfort zone, tends to offer solutions and make recommendations only when the chance of failure is low

Identifies and focuses on the critical information needed to understand a problem, and comes up with several reasonable solutions to the problem

Integrates perspectives from a variety of sources to arrive at optimal and unexpected yet practical solutions

Solves tough and interconnected problems by drawing on one's own knowledge and experience base and calling on other references as necessary, is sought after for input and advice when others make difficult or vital decisions

Strategic Orientation:

Thinks beyond one's span of control and into the future to reshape the approach or scope of work

No basis for judgment

Understands current implications of work or analysis

Identifies opportunities for improvement within area of responsibility

Develops insights or recommendations within one's own area of responsibility with clear impact on near-term business performance

Develops insights or recommendations within one's own area of responsibility that will have impact on long-term business performance

Develops insights or recommendations with explicit intended impact on long-term business performance beyond one's own area of responsibility

Is there anything about your ratings on which you would like to comment?
(Optional)

Based on your professional experience, how do you rate this applicant compared to her/his peer group?

Unable to assess

Below average

Average

Very good (well above average)

Excellent (top 10%)

Outstanding (top 5%)

The best encountered in my career

Overall, I

Do not recommend this applicant

Recommend this applicant, with reservations

Recommend this applicant

Enthusiastically recommend this applicant

Section 3: Recommendation Questions

1. Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization.
(50 words)

2. How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? (E.g. what are the applicant's principal strengths?) (500 words)

3. Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (500 words)

4. (Optional) Is there anything else we should know?