

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. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the Unit and other Soldiers					
2. DUTY: Fulfills professional, legal, and moral obligations			5. HONOR: Adherence to the Army's publicly declared code of values		
3. RESPECT: Treats others as they should be treated; promotes dignity, consideration, & fairness			6. INTEGRITY: Does what is right both legally and morally; honest in word and deed		
4. SELFLESS-SERVICE: Places welfare of others and Army priorities before self			7. PERSONAL COURAGE: Faces fear, danger, or adversity		
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					

Mark "E", "S", or "N" for each observed attribute and/or core leader competency. IMPROVE comments in Part III are mandatory when rating of "N" is indicated

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	E	S	N	PF	Physically Fit	E	S	N
	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						
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	CF	Confident	E	S	N	RS	Resilient	E	S	N
	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						
	MA	Mental Agility	E	S	N	SJ	Sound Judgment	E	S	N
	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					
	IP	Interpersonal Tact	E	S	N	DK	Domain Knowledge	E	S	N
	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

1. Leads The application of character, presence, intellect and abilities while guiding others toward a common goal and mission accomplishment	LD	Leads Others	E	S	N	EI	Extends Influence beyond CoC	E	S	N
	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						
	LE	Leads by Example	E	S	N	CO	Communicates	E	S	N
	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						
2. Develops Taking actions to foster team work, encourage initiative, and to accept personal responsibility, while demonstrating care	CP	Creates a Positive Environment	E	S	N	PS	Prepares Self	E	S	N
	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					
3. Achieves Sets objectives and focuses on mission accomplishment	GR	Gets Results						E	S	N
	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.

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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:

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IMPROVE:

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PART IV – OVERALL NET ASSESSMENT (Circle one)

E S N

RATED CADET NAME	UNIT	DUTY POSITION (Location if Spot Report)	DATE
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RATED CADET SIGNATURE	ASSESSOR NAME / INITIALS	CADRE <input type="checkbox"/>	CADET <input type="checkbox"/>
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