**SMARTtools for Leaders™**

**Scorecard for the role:** (insert title of role)

**Candidate: Interviewer:**

**Date: Recommendation:** Proceed/Reject

**Rating and Comments (A,B,C):**

**MISSION:** The mission for this role is to…

**OUTCOMES:**

|  |  |  |
| --- | --- | --- |
|  | **OUTCOMES** | **RATING and COMMENTS** |
| 1 | (Insert the result you want to go from X to Y by a certain date) |  |
| 2 | (Insert the result you want to go from X to Y by a certain date) |  |
| 3 | (Insert the result you want to go from X to Y by a certain date) |  |
| 4 | (Insert the result you want to go from X to Y by a certain date) |  |
| 5 | (Insert the result you want to go from X to Y by a certain date) |  |

**COMPETENCIES:**

|  |  |  |  |
| --- | --- | --- | --- |
| **PRIORITIES** | **WHO** | **RELATIONSHIPS** | **TECHNICAL** |
| Brainpower/learns quickly | Hires A players | Organization and planning | Finance |
| Analysis skills | Develops people | Integrity/honesty | HR |
| Strategic thinking/visioning | Removes underperformers | Calm under pressure | Legal |
| Creative/innovative | Network of talented people | Aggressive | Information Technology |
| Sets high standards and goals |  | Moves fast | Other Role-Specific Skills |
|  |  | Follows through on commitments |  |
|  |  | Attention to detail |  |
|  |  | Enthusiasm/ability to motivate others |  |
|  |  | Persistent |  |
|  |  | Proactivity/takes initiative |  |
|  |  | Work ethic |  |
|  |  | Treats people with respect |  |
|  |  | Flexible/adaptable |  |
|  |  | Listening skills |  |
|  |  | Open to criticism and others’ ideas |  |
|  |  | Written communications |  |
|  |  | Oral communication |  |
|  |  | Teamwork |  |
|  |  | Persuasion |  |
|  |  | Holds people accountable |  |

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