



CFSD 21st Century Learning Rubric

Skill: Leadership

Trait	Novice	Basic	Proficient	Advanced
Team Building	<p>Rarely delegates roles.</p> <p>Unaware of or ignores conflict.</p> <p>Teamwork is lacking and rarely recognizes the need for trust.</p> <p>Rarely encourages others in team roles.</p>	<p>Occasionally delegates roles.</p> <p>Avoids conflict.</p> <p>Recognizes need for trust.</p> <p>Occasionally encourages others in team roles.</p>	<p>Delegates roles.</p> <p>Facilitates collaborative conflict resolution.</p> <p>Creates a team environment that generates trust.</p> <p>Consistently encourages others in team roles.</p>	<p>Delegates roles based on individual strengths.</p> <p>Uses conflict to build consensus.</p> <p>Empowers team members and maintains trust.</p> <p>Encourages and inspires others to take leadership roles.</p>
Decision Making	<p>Makes decisions based on personal information.</p> <p>Makes decisions without considering consequences.</p> <p>Rarely makes decisions that support the entire perspective and scope of a situation or issue.</p> <p>Rarely takes action based on a sense of right or wrong.</p>	<p>Makes decisions based on limited sources of information.</p> <p>Occasionally makes decisions considering intended consequences.</p> <p>Occasionally makes decisions that support the entire perspective and scope of a situation or issue.</p> <p>Takes action based on (external: society, family or group) sense of right and wrong.</p>	<p>Makes decisions based on varied and relevant sources.</p> <p>Makes decisions considering intended consequences.</p> <p>Consistently makes decisions that support the entire perspective and scope of a situation or issue.</p> <p>Takes action based upon an internal sense of right and wrong.</p>	<p>Makes decisions based on all relevant sources of information (internal and external).</p> <p>Makes decisions considering intended and unintended consequences.</p> <p>Efficiently makes decisions that support the entire perspective and scope of a situation or issue.</p> <p>Takes action based upon an internal sense of right and wrong and leads others to examine their own sense of right and wrong.</p>

Trait	Novice	Basic	Proficient	Advanced
Communication	<p>Rarely articulates own perspective or plan.</p> <p>Listens to others' perspectives and beliefs.</p> <p>Rarely responds to feedback.</p>	<p>Occasionally articulates own perspective or plan.</p> <p>Acknowledges others' perspectives and beliefs.</p> <p>Responds to feedback.</p>	<p>Consistently articulates own perspective or plan.</p> <p>Respects others' perspectives and beliefs.</p> <p>Responds appropriately to feedback and often uses feedback for improvement.</p>	<p>Articulates others' perspectives or plans.</p> <p>Elicits others' perspectives and beliefs.</p> <p>Efficiently uses feedback for improvement.</p>
Action planning	<p>Follows a plan.</p> <p>Completes action plan without evaluation.</p> <p>Uses only provided resources.</p>	<p>Implements a plan based on single perspective.</p> <p>Occasionally evaluates effectiveness of action plan throughout implementation and may adjust appropriately.</p> <p>Occasionally identifies and uses necessary resources beyond those provided.</p>	<p>Facilitates a plan based on multiple perspectives.</p> <p>Evaluates effectiveness of action plan throughout implementation and adjusts appropriately.</p> <p>Consistently identifies and uses necessary resources.</p>	<p>Integrates the plan into the "Big Picture" or vision.</p> <p>Transfers evaluations to other plans.</p> <p>Seeks multiple resources in a variety of forms.</p>
Perseverance	<p>Knowledge and abilities are outwardly defined.</p> <p>Allows obstacles to impede plan completion.</p>	<p>Recognizes limits of knowledge and abilities.</p> <p>Expect others to remove obstacles for plan completion.</p>	<p>Extends knowledge and abilities with guidance.</p> <p>Overcomes obstacles for plan completion.</p>	<p>Independently extends limits of knowledge and abilities.</p> <p>While completing plan utilizes obstacles as a challenge for improvement.</p>

Trait	Novice	Basic	Proficient	Advanced
Personal Responsibility	<p>Does not restrain impulsivity.</p> <p>Completes assigned task or role inconsistently or with guidance.</p> <p>Does not recognize the need for clarity.</p> <p>Detached from group</p> <p>Follows group's position</p> <p>Does not monitor own thinking</p>	<p>Inconsistently restrains impulsivity.</p> <p>Completes assigned task or role.</p> <p>Seeks reassurance rather than clarity.</p> <p>Listens attentively.</p> <p>Occasionally takes a position when the situation warrants</p> <p>Occasionally monitors own thinking</p>	<p>Consistently restrains impulsivity.</p> <p>Takes ownership of an assigned task or role.</p> <p>Usually seeks clarity.</p> <p>Listens attentively and actively participates.</p> <p>Takes a position when the situation warrants.</p> <p>Monitors own thinking.</p>	<p>Models restraint and encourages others to restrain impulsivity.</p> <p>Takes responsibility of seeking out and completing a task or role.</p> <p>Always seeks clarity as appropriate.</p> <p>Listens attentively, actively participates, and engages others in participation.</p> <p>Analyzes others' positions in relation to their own.</p> <p>Monitors own thinking and explains the process.</p>