

Multi-Rater Assessment Examples

At McMaster we believe in the ongoing cultivation of human potential, leveraging the diverse talents of our faculty and staff, and we recognize that **everyone is a leader in their role at the University**.

As part of the **Strategic Leader Program**, a multi-rater leadership assessment is used to gather feedback for participants on their demonstration of leadership behaviours as viewed by themselves, managers/supervisors, direct reports, clients and peers. The assessment is based on McMaster’s Core Leadership Capabilities, which are observable abilities, skills, knowledge, motivations or traits defined in terms of the behaviours which enable individual, team and organizational success.

To support raters with assessing a Strategic Leader’s demonstration of leadership behaviours, below are key examples of behaviours for each Leadership Capability. Keep in mind that these capabilities are multi-faceted and examples may only touch on one area to help provide meaning for raters.

For additional support with the assessment, please contact Melanie Garaffa, Associate Director, Talent, Equity and Development, garaffa@mcmaster.ca. For detailed information regarding specific Behavioural Practices which are typically reflective of success by Leadership level please visit the [Leadership Development website](#).



Key Examples by Leadership Capability

Leadership Capability - Takes a Strategic Approach

| Behaviour | For Example... |
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| Promotes McMaster culture and values | Understands and leverages the workings, structure and culture of the organization to achieve results. |
| Understands global trends and impacts | Understands the external political, social and economic issues, to achieve results. |
| Anticipates challenges, risks and outcomes | Assesses the gap between the current state and desired future direction and establishes effective ways for closing the gap. |
| Gathers key information and resources | Interprets, links, and analyzes information in order to understand issues. Identifies connections between situations that are not obviously related. |
| Enables strategic plans through role | Gains support from and convinces others to advance the objectives of the organization. Persuades others by drawing from experience and presenting effective rationale in order to support a position. |

Communicates & Collaborates

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| Identifies opportunities to collaborate with others | Seeks and builds strategic alliances and collaborative partnerships to advance the objectives of the organization. |
| Generates trust and an inclusive environment | Prevents, manages and/or resolves issues and conflict situations to ensure an inclusive work environment which fosters trust and respectful relationships. |
| Listens with insight and respect | Listens to others and communicates in an effective manner that fosters open communication and recognizes contributions. |
| Leverages internal and community networks | Works collaboratively with and through others to achieve common goals and positive results. Builds strong relationships with team members and with others outside their own unit. |
| Provides meaningful recognition | Champions and models team and individual recognition efforts. Acknowledges contributions and celebrates successes of individuals and team. |

Develops People

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| Engages in personal, team and leader development | Fosters a supportive and continuous improvement culture that encourages personal and professional growth and development. Encourages team members to develop learning and career plans and follows-up to guide development and measure progress. |
| Celebrates and promotes diversity | Works to create an inclusive workplace where different perspectives are valued and embraced. |
| Actions learning to enhance value of work | Sets challenging goals and standards of excellence for self in view of growth beyond current job. Actively pursues ongoing self-development (professionally and personally). |
| Inspires others using a coach approach | Leads and supports a team to achieve results through effective coaching conversations. Provides and models proactive coaching to peers and direct reports. |
| Provides balanced and timely feedback | Provides constructive feedback that is actionable and recognizes all contributions. |

Drives Results

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| Advances the University strategy | Builds and actively maintains positive working relationships and/or networks of contacts to further organizational goals. |
| Delivers with integrity | Ensures that decisions take into account ethics and values of the organization. Interacts with others fairly and objectively. |

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| Balances priorities to achieve success | Considers a range of factors and influencers in the planning process (e.g., costs, timing, customer needs, resources available, etc.). |
| Accepts responsibility and accountability for results | Focuses personal efforts on achieving results consistent with the organizational objectives. |
| Takes prudent risks which enable innovation | Anticipates the risks involved in taking certain action. Conducts ongoing risk analysis, looking ahead for contingent liabilities and opportunities and astutely identifying the risks involved. |
| Operates with fiscal responsibility | Ensures the effective, efficient and sustainable use of resources and assets: human and financial resources, real property and business information. |

Champions Change & Innovation

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| Acts as a positive change agent | Manages, leads and enables the process of change and transition while supporting and helping others who are impacted. |
| Illustrates resilience and adaptability | Adjusts own behaviours to work efficiently and effectively in light of new information, changing situations and/or different environments. |
| Is bold in championing innovations | Questions conventional approaches, explores alternatives and responds to challenges with innovative solutions or services, using intuition, experimentation and fresh perspectives. |
| Identifies and fosters opportunities for continuous improvement | Identifies and manages issues proactively and persistently; seizing opportunities that arise. |
| Seeks and utilizes feedback | Acts quickly to address issues, drawing on appropriate resources and experience with similar situations. |

Invests in Relationships

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| Enhances the university brand, reputation and financial success | Makes decisions and solves problems involving varied levels of complexity, ambiguity and risk to generate positive client and partner experiences. |
| Builds relationships using a service model approach | Anticipates areas where support or influence will be required and discusses situation/concerns with appropriate individuals. |
| Creates positive student, employee and partner experiences | Uses understanding of client's perspective to identify constraints and advocate on their behalf. |
| Participates actively in community engagement | Engage community members in learning about and understanding the goals of the organization. |
| Demonstrates creativity in resolving issues | Develops solutions that have worked in other environments and applies them to address the root cause of a problem. |