Exit Interview
To be completed with student and advisor at a final 1-on-1 meeting.

1. After serving in your leadership role this year, what do you see as your organization/group/team’s role on campus?
   a. Should that be your organization/group/team’s role on campus? If not, what should it be?

2. What were your successes, accomplishments, or achievements in your leadership role?

3. What were your challenges in your leadership role?

4. How do you feel supported in your leadership role?
   a. Advisor
   b. Peers
   c. Others

5. What is one thing you would change about the way your organization/group/team operates, functions, or programs?

6. What was the best advice that you got when you started your leadership role?

7. What is your advice to your successor?
   a. What would you do exactly the same?
   b. What would you do differently?
   c. What do you wish you’d known or listened to when you started?

8. Choose one: My experience in this role has (select one) met, fallen short, exceeded, or was completely different than my expectations. Explain.

9. Are you returning to your organization/group/team next year?
   a. If so, why?
   b. If not, why not?

10. What is one thing you’ve learned as a result of serving in your leadership role?

11. Finish this sentence: as a result of serving in this leadership role I am or I have...
12. **What else should be known** about you and your leadership role that hasn’t been asked?

13. From the list below:
   a. Check the box of the areas in which you feel **confident** in your ability
   b. Circle the areas in which you feel you need to **develop** your ability

   **Understand and Use Effective Communication Skills**
   - Adapting Communication Style to Fit Different Audiences
   - Active Listening
   - Articulating Thoughts
   - Asking Thoughtful Questions
   - Attention to Detail
   - Professionalism
   - Verbal Communication
   - Written Communication

   **Engage in Critical and Reflective Thinking to Enhance Personal Discernment**
   - Critical Thinking
   - Goal Setting
   - Responding to Feedback
   - Self-Advocacy
   - Self-Awareness
   - Self-Confidence
   - Self-Reflection
   - Stress Management
   - Time Management
   - Using Experiences to Reflect and Develop Changes

   **Demonstrate Initiative and Creativity**
   - Assessing Needs of Community
   - Assessing Needs of Others
   - Assessment Needs of Self
   - Building Community
   - Identifying Potential Imbalances or Contradictions
   - Responding to Needs of Community
   - Responding to Needs of Others
   - Responding to Needs of Self
   - Problem Solving

   **Apply/Incorporate an Understanding of Group Dynamics to Create Inclusive Environments**
   - Being Flexible
   - Collaborating
   - Delegating
   - Encouraging Others
   - Engaging in Civil Discourse
   - Giving Feedback
   - Holding Others Accountable
   - Managing Conflict
   - Managing Personal Biases
   - Motivating Others
   - Negotiation
   - Setting Expectations for Self
   - Setting Expectations for Others

14. Looking at the items you just checked in question 13 (areas in which you feel confident), are there any where you feel **more** confident now than you were at the beginning or middle of your position?
   a. If yes, which ones?
   b. If yes, do you feel like you are more confident as a result of your leadership experience?
   c. If not, why do you think that is?
15. Using the criteria from the rubric that follows, rate the concepts in the table below in terms of your knowledge of them, how confident you are in your ability to use them, and how useful each one is to you.

**Rubric**

*Knowledge:*
0 – I have no knowledge about this
1- I have some knowledge about this
2- I have more than average knowledge about this
3 – I have a substantial amount of knowledge about this

*Confidence:*
0 – I am not confident in my ability to use or implement this concept
1- I have some confidence in my ability to implement this concept
2- I am confident in my ability to use or implement this concept
3 – I am very confident in my ability to use or implement this concept (I’m a pro!)

*Use/Relevance:*
0 – This concept is neither useful nor relevant to my leadership position
1- This concept might be useful and or relevant to my leadership position
2- This concept is useful and/or relevant to my leadership position
3 – This concept is very useful (or essential) to my leadership position

<table>
<thead>
<tr>
<th>Concept</th>
<th>Knowledge</th>
<th>Confidence</th>
<th>Use/Relevance</th>
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<tr>
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<td>Create Inclusive Environments</td>
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Name: ___________________________________________  Leadership Role: ________________________________________________

**Transition Notes and Meeting**

*Completed by the outgoing and incoming student leaders (advisor participation optional).*

*Complete within 2 weeks of the end of the outgoing leader’s experience.*

Leader’s Position: __________________________ Year of Office: __________

Outgoing Leader’s Name: ________________ E-mail/contact info. for next year: ________________

Position Description: Five major tasks and responsibilities

1. ______________________________________________________________________________________
2. ______________________________________________________________________________________
3. ______________________________________________________________________________________
4. ______________________________________________________________________________________
5. ______________________________________________________________________________________

The outgoing leader should include notes about:

- Timeline of major tasks/responsibilities – be sure to include deadlines (use a separate sheet if needed)
- What worked well for you this year?
- What was challenging?
- Budget – be sure to write typical expenses and source of funds, deadlines.
- Who are the important contact people to know include addresses, phone numbers, emails, and areas of responsibility
- Attach a copy of the completed version of any forms for which you were responsible
- Activities and Resources Expo/Activities Fair table plans and suggestions
- Review procedures and rules and recommend any needed change
- What problems or difficult things did you experience as a leader?
- How did you solve these problems or difficult things?
- What were the good points from this semester?
- What recommendations do you have for the incoming leader?
- Do you have any projects that are not finished? What are they?
- What would you have done differently?

For the incoming leader:

- What is the purpose of my position?
- What are my responsibilities?
- How can I improve what the former leader did?
- What new/old programs do I plan to use during my term?
- What are 3 goals I want to accomplish in the short term?
  - What action items I must accomplish to complete these short term goals?
  - What is the projected date of completion for these goals?
- What are 3 goals I want to accomplish in the long term?
  - What are some tasks I can do to complete these goals?
  - What is the projected date of completion for these goals?
- What will be my greatest challenges in holding this office?
Group Reflection

Completed by the entire group before the end of their work together.
Complete within the last month of the group’s of work together.

Today we are going to reflect back to identify the skills and strengths you’ve gained from your leadership experience this year. Much of this is a personal activity, intended for your reflection and professional development. Please respect the need of others to work in silence.

1. Skim at the “List of Skills and Traits”
   - Circle any/all that you feel you’ve developed or built in your time in this leadership experience/group.
   - Choose your favorite/most developed 3.
   - With the top 3 write a short paragraph for each below, describing how you’ve gained or developed each skill/trait this year in this leadership experience/group.

   1:
   2:
   3:

2. Read the “Eleven Qualities and Skills of Outstanding Leadership” handout.
   - Choose the qualities/skills you feel are most closely tied to the work you did in this leadership experience/group.
   - Decide on your favorite/most developed 3.
   - With the top 3 write a short paragraph for each below, describing how you’ve gained or developed each skill/characteristic this year in this leadership experience/group.

   1:
   2:
   3:
3. Using your reflections from above, think about how those skills, traits, and qualities can be connected to other experiences in your life (current or future).
   - With this, think about the greatest lessons you’ve learned this year during your service in this leadership experience/group. Write 1-2 of those lessons below.
   1.
   2.

4. Push further, continuing to use your reflections from above, think about your challenges and weaknesses this year. How do your skills, traits, and qualities reflect places where you’ve grown?
   - Write 1-2 areas where you feel you’ve grown or overcome a weakness/challenge.
   1.
   2.

5. Pull it all together: Imagine you’re listing this leadership experience/group on your resume.
   - Describe what you did in this leadership experience/group to someone who doesn’t know WU. What were the skills you gained that you can use in other, different places in your life? Here’s a tip: Imagine how your skills and experiences might be valuable to a future job or experience? Write 1-2 of these explanations below.
   1.
   2.

*Have lots to say about this leadership experience or group? That’s great. But, know where to put it. If you have more than a few bullet points, write a whole paragraph about it and include that in your cover letter.*

Next steps:
- Come prepared to your exit interview to tell your advisor two skills/strengths you’ve gained with your own.
- Go to the Career Center for work on resumes, networking, interview practice, and applying for graduate school.
- Sign up for the Big Life Plan workshops or retreats next year (through Career Center).
11 Qualities and Skills of Exceptional Leadership

**Integrity**

How deep are your convictions about the things you believe in? What do you believe in so strongly that you are willing to take a stand for it? How willing are you to compromise your important beliefs? Are you true to your word? To what extent do your behavior and the choices you make align with your guiding values and beliefs?

Integrity means much more than honesty and fairness. It refers to having strong internal guiding principles. It means knowing what your guiding principles are and living them out. It means learning to go beyond treating others as you would wish to be treated and learning to treat others as they wish and need to be treated. It means continually seeking out new information to help you make the best choices and decisions. It is the courage to say what you think and to take action to improve things. It means taking ownership of your ideas and mistakes. It is taking full responsibility for your impact on the world. It is the ability to give credit where credit is due, etc. Integrity promotes trust, essential for leadership.

Integrity is a skill to the extent that we see it in action. But it goes much deeper than surface actions. It is based on one’s guiding beliefs and values, and is an important example of an essential leadership quality. Integrity (or lack thereof) is reflected in thinking, attitudes, and behavior. Integrity isn’t something that can always be seen, but people can feel it, and know if you are acting in integrity based on your actions and words.

Are you able to identify your core values and beliefs? What values of yours have surfaced repeatedly in your leadership experience? Which values come forward when you are working through difficult or delicate situations? How have those values and beliefs impacted your leadership?

**Example Skills:**

- Critical thinking skills
- Identify one’s own values
- Assess one’s own values, beliefs and behaviors in the face of difficult decisions
- Ability to assess and understand one’s impact on others
- Assess a course of actions in terms of its long-range effects on general human welfare

- Make decisions that increase both the individual and common good
- Understand and value the contributions of diverse people

**Vision/Strategy**

Do you see where your group, team, and organization are going? How often do you talk about the ways in which what you are doing are related to the overall mission? Do you think and speak inspiringly about what the organization is doing and about the future of the organization?

A leader must have a clear idea where his or her group, club, or organization is going beyond this month’s results or this project’s budget. Where is it going in the long term? Leaders employing any philosophy of leadership must be clear about a vision/strategy and need to refer frequently to the vision, mission, and values of the organization in their communications with others. Vision is another example of an essential leadership quality. It is also a critical component of personal-leadership and self-authorship.

**Example Skills:**

- Ability to dream and think outside and beyond the box
- Big Picture Thinking/Systemic Thinking
- Decision Making
- Motivational Skills
- Identifying Markers of Success

- Planning Skills
- Prioritizing and Goal Setting
- Sharing Leadership
Communication

How much and how willingly do you speak out and keep information flowing? Conversely, can you keep confidential information private? How often can and do you listen more than you speak in conversations with your employees/team members? How would you assess your communication skills with each of your employees/team members? How do you handle “bad news” when you receive it?

The chief complaint in nearly every organization of all types, whether large or small from, is “lack of communication.” Communication in the context of leadership refers to both interpersonal communications between the leader and followers and a strategy for the overall flow of needed information throughout the organization.

Leaders need to learn to be proficient in both the communication that informs and seeks out information (the system of communication within a department origination) and the communication that connects interpersonally with others. Communication is another example leadership skill set that must be cultivated by all leaders.

Example Skills:

- Ability to adapt the message to the audience and a willingness to do so
- Ability to be concise and clear
- Ability to convey an empathetic statement
- Ability to convey thoughts in a focused and concrete manner
- Ability to project oneself into the audience's point of view
- Ability to provide specific details supported by concrete examples
- Ability to self monitor emotional reactions and filter out irrational thoughts
- Ability to share one's thoughts and one's feelings
- Accepting feedback
- Adapting to difference of opinions
- Assessing without being judgmental
- Being open minded and acknowledging differences
- Being assertive

- Claiming ownership for one's messages
- Convey one’s needs, opinions, or preferences without violating the rights of others
- Develop sustained, well-reasoned, and clearly-presented arguments
- Encouraging the speaker to speak more
- Listening actively and respectfully
- Maintaining a communication wheel of conclusions, sense data, emotions, impact and desire
- Preparing to listen
- Reflecting on what the speaker has to say
- Speak effectively to individuals or groups
- Speak in an articulate manner
- Taking responsibility for one's messages
- Use various forms and styles of written or oral communication with clarity and precision
- Use various media formats to present ideas with clarity and imagination
Personal Responsibility

How are your self-management skills? Being able to self-manage and take responsibility for your thoughts and actions are a critical component of outstanding leadership. Do you learn from mistakes?

Do you take responsibility for yourself and how you show up in the world? Are you aware of the impact you have on others? Do you engage in self-reflection and take the time for work and project evaluation?

**Personal Skills:**
- Ability to develop personal goals
- Accept and learn from constructive feedback
- Accept responsibility and the consequences of one’s actions
- Analyze and learn from one’s experience and the experience of others
- Behave appropriately in a variety of social settings and under different circumstances
- Deal with ambiguity (comfort during the learning process and confidence to know you can do it)
- Demonstrate a commitment to life-long learning
- Demonstrate leadership skills, as well as earn the trust and confidence of others
- High degree of self-awareness and the ability to articulate these things about yourself (values, strengths, goals, etc.)
- Juggle multiple demands for commitment of time, energy and resources
- Identify one’s strengths and weaknesses
- Interact with people from diverse backgrounds by acknowledging the differences in customs and beliefs
- Manage time effectively
- Relate the skills developed in one environment to the requirements of another environment
- Self-motivation and follow through
- Take initiative
- Working independently

Social Responsibility

What is the level of trust and respectful feelings you have with each of your team/group members? With each of your peers? How easy or difficult is it for you to initiate new relationships? Deepen existing relationships?

The art of networking is also a relationship skill. Relationships develop from good interpersonal and group communication skills, but relationship skills also go deeper.

A leader who likes dealing with people issues, who can initiate and deepen relationships with others, has a great leadership advantage. This is a leader who can build a team and achieve impressive results.

This kind of leadership is based on personal power (the right kind of power), not position power. Relationship-building is an example of an essential leadership quality. The skills required to be good with relationships are as follows-

**Interpersonal Skills:**
- Building rapport/connecting and finding common ground
- Communication Skills (see above)
- Learning from interactions
- Mentoring/Coaching Skills: guiding, teaching, preparing, reflecting
- Motivating others
- Networking
- Putting People at ease
- Persuasion Skills (see below)
- Teamwork/collaboration
- Conflict resolution/mediation
- Interact with people from diverse backgrounds by acknowledging the differences in customs and beliefs
**Persuasion**

How persuasive and influential are you? Under what circumstances can you persuade others to your point of view? To what extent do people value your opinion and follow your lead? Think of times you have motivated, educated, sold an idea, or helped a group become a team.

The ability to influence others and cause them to move in a particular direction is a highly important skill in leadership. In fact, leadership is often defined as the ability to persuade or influence others to do something they might not have done without the leader’s persuasion.

Your ability to be persuasive is directly related to how much people trust you and how good your communication and relationships are. Persuasion (also called influence) is a good example of an essential leadership skill.

Identify times when you were able to have positive persuasive impact on a group. What was the situation? What did you do? What was the outcome?

**Adaptability**

To what degree can you relinquish rigidity? Control? When is it easy and when difficult for you to embrace change? What is your comfort level with ambiguity, when things don’t go as planned? Can you and do you delegate? Are you able to be creative in coming up with alternate ideas?

Adaptability and flexibility in not being bound by a plan are important success factors in leadership today. The leader must move easily from one set of circumstances (the plan) to the next (the plan is not going as expected) and take them all in stride, even when the circumstances are unexpected.

The good leader has to embrace change and see it as opportunity. The leadership skill of adaptability is another example of a critical skill.

Identify times when you were able to flexible and adaptable as a leader. What was the situation? How did you flex and adapt? What was the end result?

**Teamwork**

To what extent do you value working cooperatively as part of a group? How do you promote teamwork among those you lead? In what ways do you work collaboratively with your peers? How do you handle team conflict?

No one person can do it all. That’s why a team, comprised of others with different skill sets, is essential. A leader must know how to build and nurture such a team. A good leader knows when to be a leader and when to let others lead.

The best leaders are good team players when that's what is needed. Building teamwork is another essential leadership skill example.

**Team work is a result of the coordinated working of many other leadership skills:**

- Active participation
- Conflict Management and mediation
- Dealing With Difficult People
- Decision Making
- Delegating
- Facilitating Group Performance
- Listening Skills
- Leading by Example
- Mentoring and staff development
- Setting the tone and maintaining it
- Team Building
Coaching and Development
How do you feel about developing others around you? How do you encourage, nurture, and build the capacity of those you lead? How easy or hard is it for you to set your needs aside and share control with others? Can/do you delegate well?

Developing others is an important role for a leader. Encouraging others to expand their capabilities and take on additional assignments is part of the leader’s responsibility. Leaders who feel threatened by the capabilities of others are challenged in this area. Coaching and development are essential skills all leaders must cultivate.

Example Skills:
- Coaching
- Communication Skills/Listening Skills
- Education
- Mentoring
- Motivational Skills

Decision Making
How comfortable are you with having to make the “final decision” on things? Do you have any tendency to decide too quickly without due consideration or, conversely, to gather data, analyze and ponder endlessly and be unable to decide? In what areas do you struggle with making firm decisions and standing up for what you believe?

A leader must be able to wade through information, comprehend what’s relevant, make a well-considered decision, and take action based on that decision. Making decisions too quickly or too slowly will impede your leadership effectiveness. Decisiveness is another example of an essential leadership quality.

Example Skills:
- Adapt one’s concepts and behavior to changing conventions and norms
- Analyze from several perspectives the relationships among events and ideas
- Analyze quantitative data
- Apply appropriate criteria to strategies and plans of action
- Assess available resources and knowledge
- Conflict Resolution
- Courage
- Create innovative solutions to complex problems
- Critical Thinking
- Define the parameters of a problem
- Develop ideas
- Evaluating
- Identify a general principle to explain related experiences or data
- Identify reasonable criteria to assess the value or appropriateness of actions or behavior
- Identify quickly and accurately the critical issues when making a decision or solving a problem
- Interpret policies
- Investigating
- Negotiation
- Process data
- Problem Solving
- Synthesize information
- Think critically
- Understanding of range of problem solving methods
- Utilize computer software
- Vision
Planning and Goal Setting

How easy is it for you to put together plans for activities and projects, including contingency plans (what will happen if...)? How easily are you able to focus your attention and stick to your plan, yet without being rigid about it? How do you decide when to push ahead or, instead, to modify your plan?

Planning involves making certain assumptions about the future and taking actions in the present to positively influence that future. To plan means to focus more strategically. Good planning requires the ability to see the big picture and then break a project into parts and work on the parts even down to the smallest details. Planning is an excellent and necessary leadership skill.

Example Skills:

- Breaking work into manageable steps
- Confidence
- Creating a vision
- Creating Plan B
- Delegation
- Evaluating
- Facilitation Skills
- Following through with each part
- Inspiring others
- Leading a team
- Prioritization
- Sticking to the plan
- Strategizing
- Supervision

Adapted from [www.what-are-good-leadership-skills.com/example-leadership-skills.html](http://www.what-are-good-leadership-skills.com/example-leadership-skills.html) and expanded to incorporate definitions, Ideas, skills and quality sets for excellence in Leadership at Willamette University.
List of Skills and Traits

A
Accuracy
Achievement
Action oriented
Adaptability to university policies
Administrative skills
Analytical skills
Appearance
Approachability
Attendance

B
Budgeting/fiscal management
Building effective teams

C
Career ambition
Caring about direct reports
Coachability, acceptance and use of feedback
Coaching skills
Comfort around higher management
Communication, interpersonal
Communication, oral
Communication, written
Compassion
Competency
Composure
Computer skills
Concentration
Confidentiality
Conflict management
Confronting direct reports
Conscientious
Continuous improvement
Cooperative
Creativity
Critical thinking
Customer focus

D
Dealing with ambiguity
Decision-making
Delegating
Demonstrated Christian Commitment
Dependability
Developing direct reports
Directing others
Discretion
Drive for results

E
Empathy
Enthusiasm
Ethics
Evaluation of staff

F
Fairness to direct reports
Flexibility/adaptability
Following instructions
Follow-up skills

G
Goal orientation

H
Hiring and staffing
Honesty and integrity
Humor
Initiative

I
Innovation
Interpersonal relations

J
Job knowledge
Judgment
Knowledge of work
Knowledge of compliance with policies

L
Leadership
Learning ability
Listening
Loyalty

M
Management skills
Managing change
Managing diversity
Maturity
Motivating others

N
Need for supervision
Negotiating

O
Openness to change
Organizational skills

P
Patience
Peer/co-worker relationships
Performance under pressure
Perseverance
Perspective
Persuasiveness
Planning
Potential
Presentation skills
Prioritizing
Problem solving
Process management
Productivity

Q
Quality focused
Quality service
Quantity of work

R
Resourcefulness
Responsible
Responsive

S
Self-development
Self-motivation
Service orientation
Setting high standards
Social skills
Strategic thinking
Stress management
Supervisory skills
Supportiveness

T
Tact and diplomacy
Team skills
Technical skills
Thoroughness
Time management
Understanding others
University knowledge

V
Values diversity
Versatility
Vision

W
Work/life balance