**Level 3: What are your Critical Behaviors?**

**Use these questions to think of the critical behaviors needed to attain the outcomes of your program. What do individuals need to DO AFTER the program that will cause a change in the environment or organizational conditions?**

**Collaboration/Partnership**

•Are individuals more able to collaborate across cultural boundaries such as race, ethnicity, class, sexual orientation, gender, etc.?

•Do individuals have improved or new, professional networks?

•Are individuals effectively engaging interdisciplinary groups?

•Are individuals engaging in collaborative projects?

•Are individuals building relationships across sectors?

**Communication**

•Do individuals have the ability to express or hear divergent opinions and really listen?

•Have individuals improved their oral and written communication skills and their ability to explain complicated information to others?

•Are individuals able to gain the support of influential people?

**Cultural Competence**

•Are individuals able to work effectively across cultures?

•Have individuals had broader exposure to cultural differences and similarities?

•Have individuals gained a greater recognition of their own biases and prejudices?

•Do individuals have a deeper appreciation of their own culture and community and the cultures and communities of others?

**Knowledge Development**

•Is there a greater understanding of leadership competencies?

•Do individuals have greater technical knowledge of their field or other fields or knowledge bases relevant to their work?

**Leadership in Action/Demonstrating Leadership**

•Do individuals demonstrate increased involvement in organizational activities?

•Are individuals developing new projects, programs or products?

•Are individuals engaging others to get work done rather than doing it on their own?

•Are individuals more pro-active than re-active?

**Leadership Development**

•Are individuals actively promoting the leadership development of others?

•Do individuals have a better understanding of themselves and their values?

•Do individuals know their strengths and limits as a leader?

•Do individuals have the ability to evaluate themselves?

**Personal Development**

•Is there a working and effective balance between personal life and professional life that values both?

**Perspective Development**

•Do individuals have an understanding of shared mission and vision for the organization?

•Do individuals have a greater understanding of their organization and organizational issues within the cultural context?

•Are individuals more thoughtful in their approach to their work?

•Do individuals have a wider perspective of issues facing their country and the world?

**Professional Development**

•Have individuals career or career goals changed and grown?

•Have individuals advanced in their leadership responsibilities?

•Have individuals developed the confidence to take risks with their careers?

•Have individuals learned about new career possibilities?

•Have individuals accepted leadership positions or affiliated with professional organizations?

•Has the likelihood of individuals remaining in the field, and not “burning out,” increased?

**Skill Development**

•Have individuals developed new, or improved existing, skills that enhance their ability to lead? (e.g., facilitation, strategic planning, problem-solving, training, team-building, goal-setting, fund development, conflict resolution, etc.)

•Have management skills improved?

•Do individuals have an ability to use data and information to plan for and drive decisions?

•Are individuals able to effectively use technology to enhance and forward their work?

•Are individuals better able to develop and attract resources to their work and the work of others?

**Visibility**

•Are individuals more recognized as leaders?