Common Letter of Recommendation

Dear Recommenders:

The Common LOR is intended to save you valuable time by providing a single set of recommendation questions. This allows you to use the same answers for multiple letter submissions, alleviating the workload of having to answer different questions for each school multiple times.

Please follow the steps below in filling out the Common LOR:

1. Save this template to your computer. PLEASE NOTE: To ensure that you do not accidentally lose any entered form data, please save the template to your computer first and avoid completing the template online within your browser.
2. Complete the template offline and save a final version of the file to your computer.
3. Once you have completed your recommendation – please refer to specific school instructions on how to submit. Each school will have different requirements, i.e., upload to a site, attach to email, etc. It is important to follow the school instructions directly.

During which period of time have you had the most frequent contact with the applicant?	From (mm/ yyyy)	To (mm/ yyyy)

Please enter name of school affiliated with:

Please select the option the most closely matches.

If other please explain.

May we contact you regarding this applicant?

Did you use a translator?

Section 2: Leadership Assessment Grid

In this section, you will find 12 competencies and character traits that contribute to successful leadership. The competencies and character traits are grouped into five categories:

- Achievement
- Influence
- People
- Personal Qualities
- Cognitive Abilities

For each competency, please select the one button that corresponds to the behavior that you have seen the applicant most consistently exhibit. We acknowledge that all applicants have both areas of strength and areas of needed development. Your candid and honest appraisal will assist in evaluation of the applicant. Please assume that each level builds upon behaviors described in the previous level.

Achievement

Initiative	No basis for judgment
Acts ahead of need/ anticipates problems	Reluctant to take on new tasks, waits to be told what to do, defers to others
	Willing to step in and take charge when required to do so
	Takes charge spontaneously when problem needs attention
	Volunteers for new work challenges, proactively puts in extra effort to accomplish critical or difficult tasks
	Proactively seeks high-impact projects, steps up to challenges even when things are not going well
Results Orientation	No basis for judgment
Focuses on and drives toward delivering on goals, objectives, and performance improvement.	Focuses on fulfilling activities at hand, unsure how work relates to goals
	Takes actions to overcome obstacles to achieve goals
	Independently acts to exceed goals and plans for contingencies
	Documents activities and outcomes to learn from past, introduces incremental improvements to raise the effectiveness of team
	Invents new approaches with measurably better results, works to deliver best-in-class performance improvements

Respect for Others	No basis for judgment
Acknowledges the value of others' views and actions	Unwilling to acknowledge others' points of view
	Open to considering others' views when confronted or offered
	Invites input from others because of expressed respect for them and their views
	Praises people publicly for their good actions, ensures that others' opinions are heard before their own
	Uses empathy and personal experience to resolve conflicts and foster mutual respect, reinforces respect with public praise when individuals solicit and use input from others

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Personal Qualities

Trustworthiness/Integrity	No basis for judgment
Acts consistently in line with or follows explicit values, beliefs or intentions	Follows the crowd, takes path of least resistance, gives in under pressure
	Acts consistently with stated intentions, values, or beliefs when it is easy to do so
	Acts spontaneously and consistently with stated intentions, values, or beliefs despite opposition
	Initiates actions based on values or beliefs even though the actions may come with reputational risk, demonstrates the values of the team or organization publicly
	Demonstrates high personal integrity even at personal cost, holds people accountable to the team or organizational values
Adaptability/Resilience	No basis for judgment
Adapts to changing demands and circumstances without difficulty. Maintains calm optimism in the face of challenge, problems, or apparent failure	Prefers existing ways of doing things, fears failure, becomes anxious under challenging situations
	Adapts to new methods and procedures when required to do so, remains calm in unfamiliar situations until confronted with obstacle
	Champions adoption of new initiatives and processes, exhibits level-headedness in most environments including challenging ones, persists until obstacle is overcome
	Seeks out disruptions as an opportunity for improvement, remains optimistic and forward-looking in difficult situations that may result in failure
	Energized by projects with high uncertainty but potential for high reward, seeks to be the first into unknown or unfamiliar situations, welcomes learning opportunities created by failure, learns from mistakes and rebounds quickly from setbacks
Self-Awareness	No basis for judgment
Aware of and seeks out additional input on own strengths and weaknesses	Lacks awareness of how he/she is perceived, denies or offers excuses when confronted
	Acknowledges fault or performance problem when confronted with concrete example or data
	Describes own key strengths and weaknesses accurately, welcomes feedback from others and discusses opportunities to change with select individuals
	Actively seeks out feedback to explicitly address desired improvement areas or build on strengths, explores reasons for problems openly, including own faults
	Seeks out challenging and potentially risky experiences to improve, identifies and engages with resources—people, processes, or content—to maximize strengths or mitigate weaknesses

Based on your professional experience, how do you rate this applicant compared to her/ his peer group?	Unable to assess
	Below average
	Average
	Very good (well above average)
	Excellent (top 10%)
	Outstanding (top 5%)
	The best encountered in my career
Overall, I…	Do not recommend this applicant
	Recommend this applicant, with reservations
	Recommend this applicant
	Enthusiastically recommend this applicant

Section 3. Recommendation Questions

1. Please provide a brief description of your interaction with the applicant and, if applicable, the applicant’s role in your organization. (Up to 50 words)

2. How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? (E.g. what are the applicant's principal strengths?) (Up to 500 words)

3. Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant’s response. (Up to 500 words)

4. Is there anything else we should know? (Optional)