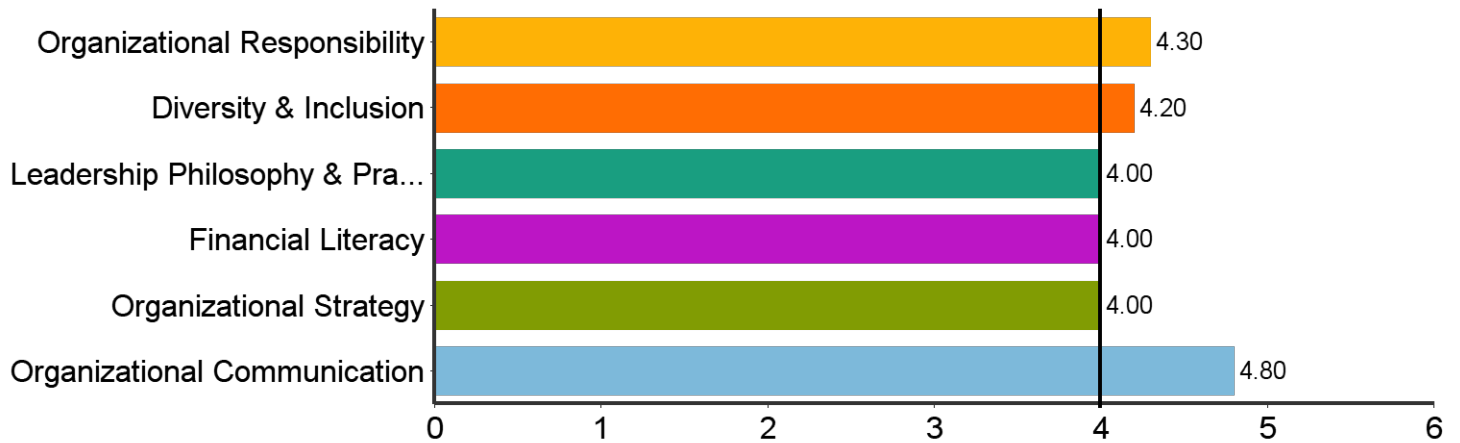# Organizational Leadership

Congratulations on submitting your final ePortfolio. Below are the reviewers' average ratings for each outcome in your ePortfolio.

On the following pages you can see the number of times reviewers highlighted specific rubric text in relation to your work. On the last page you will find general comments the reviewers may have left for you.

Outcome	Score
Organizational Responsibility	4.30
Diversity & Inclusion	4.20
Leadership Philosophy & Pra...	4.00
Financial Literacy	4.00
Organizational Strategy	4.00
Organizational Communication	4.80

The goal for graduates from Seattle University's Organizational Leadership program is a score of four.

I. Organizational Responsibility

This outcome focuses on the student's ability to demonstrate how the application of leadership and organizational management concepts relate to the service to others, social responsibility, ethical practice, and commitment to justice.

Knowledge------Comprehension	Application-------Analysis	Synthesis-------Evaluation
1-2: Is able to define, describe and explain leadership and organizational management concepts. Is able to provide examples. 0	3-4: Applies leadership and organizational management concepts to evaluation of existing, or proposal of new solutions to problems effecting the larger social and cultural environment. 1	5-6: Seamlessly synthesizes and extends leadership and organizational management concepts to evaluation of existing, or proposal of new solutions to problems effecting the larger social and cultural environment. 0
1-2: Is able to identify and provide examples of social justice issues that affect organizations' local and global communities. 0	3-4: Examines organizational scenarios with the aim of identifying possible social justice oriented action plans that connect organizations with local and global communities. 0	5-6: Proposes feasible social justice oriented action plans that connect organizations with local and global communities. 1
1-2: Is able to identify and describe the ethical issues that affect organizational stakeholders. 0	3-4: Analyze the effects ethical issues have on organizational stakeholders and explain how they influence organizational decision making. 1	5-6: Comprehensively appraises complex ethical issues affecting internal and external stakeholders when evaluating organizational strategies. 0

II. Diversity & Incusion

This outcome focuses on the student's ability to demonstrate an understanding of diversity (national, ethnic, cultural, gender, etc.) and the issues, opportunities, and challenges related to managing a diverse workforce.

Knowledge------Comprehension	Application------Analysis	Synthesis------Evaluation
1-2: Is able to distinguish ways that attitudes and beliefs differ across cultures, explaining differences and providing examples to illustrate. 0	3-4: Compares and contrasts differences in attitudes and beliefs, making inferences about their effect on organizational relationships. 1	5-6: Demonstrates a nuanced understanding of cultural and other differences and their effect on the workplace and other organizational settings. 0
1-2: Is able to describe key organizational challenges stemming from diversity and inclusion strategies. 0	3-4: Examines the challenges and opportunities stemming from diversity and inclusion strategies in order to make inferences about their viability and effectiveness in promoting organizational outcomes. 1	5-6: Is able to skillfully assess organizational diversity and inclusion practices, developing action plans that promote organizational effectiveness. 0
1-2: Is able to define and describe various organizational approaches to managing diversity and inclusion. 0	3-4: Asks relevant and thought provoking questions that demonstrate a thorough examination of approaches to managing diversity and inclusion. 0	5-6: Applies appropriate measures after carefully considering multiple approaches to address diversity and inclusion in the workplace and evaluates their effectiveness. 1
1-2: Is able to articulate how one's own and others' differences (i.e. culture, thinking) affect organizational relationships. 0	3-4: Demonstrates the ability to be objective when initiating and developing interactions with diverse others and communicates personal strategies that promote open dialogue between diverse others in an organizational context. 1	5-6: Seamlessly identifies and negotiates multiple perspectives, applying a deep understanding of multiple worldviews, experiences, and power structures to address workforce problems appropriately and with sensitivity. 0

III. Leadership Philosophy & Practice

This outcome focuses on the student's ability to articulate a personal leadership philosophy based on authenticity as well as leadership and organizational scholarship; and apply it to individual, group, organizational, and societal contexts.

Knowledge------Comprehension	Application------Analysis	Synthesis------Evaluation
1-2: Personal: Begins to examine own strengths, weaknesses, assumptions and biases about leadership in order to develop a personal leadership philosophy 0	3-4: Refines individual leadership philosophy by analyzing own, and others' leadership capabilities using knowledge and theories to explain and support generalizations 1	5-6: Continually improves personal leadership practice by critically reflecting on own skills, strengths, and personal biases about leadership 0
1-2: Interpersonal: Is able to describe the effect of leaders' strengths, weaknesses, and personal biases on organizational relationships 0	3-4: Applies leadership concepts and theories to examine effects of leadership behaviors on organizational outcomes and develop improvement plans 1	5-6: Develops, implements, and evaluates leadership improvement plans by assessing organizational and environmental needs 0
1-2: Organizational: Is able to describe how leadership characteristics (i.e. empathy, honesty and trust) influence organizational outcomes 0	3-4: Analyzes the effects of leader behaviors (i.e. dysfunction) on internal and external organizational outcomes and proposes areas for improvements 1	5-6: Develops action plans that promote positive organizational outcomes by synthesizing multiple theoretical frameworks to evaluate leadership behaviors on internal and external environments 0

IV. Financial Literacy

This outcome focuses on the student's ability to apply a comprehensive set of practical financial concepts and tools in organizational settings.

Knowledge------Comprehension	Application------Analysis	Synthesis------Evaluation
1-2: Is able to distinguish between the most commonly used financial statements 0	3-4: Is able to apply the correct financial reporting method for the appropriate audience/purpose 1	5-6: Is able to develop departmental budgets 0
1-2: Is able to describe basic financial concepts and terminology (e.g. cash flow, break even, profit/loss, revenue, cost) 0	3-4: Is able to apply knowledge of financial concepts to conduct basic financial analyses as needed by managers/leaders (e.g. break even, cash-flow, profit/loss) 1	5-6: Is able to evaluate financial reports in order to forecast revenue and plan for growth 0
1-2: Is able to describe and distinguish between the role of finance within different types of organizations (e.g. profit, non-profit, etc.) 0	3-4: Is able to apply financial knowledge to decision making for legal, human resources and other organizational functions. 1	5-6: Is able to evaluate financial implications for the organization as a result of decisions made at the functional level 0

V. Organizational Strategy

This outcome focuses on the student's ability to demonstrate an understanding of major organizational and general management concepts and practices (i.e. change management, human resource management, organizational communication, and legal issues in organizations) and apply them in organizational settings

Knowledge------Comprehension	Application------Analysis	Synthesis------Evaluation
1-2: Is able to describe key organizational concepts related to various organizational functions (e.g. human resources, legal, finance) and explain how they fit within the overall organizational structure. 0	3-4: Applies appropriate organizational and management theories to analyze scenarios related to various organizational functions (e.g. human resources, legal, finance, etc.) 1	5-6: Evaluates organizational structures proposing changes to address internal and external needs and suggesting ways to measure effectiveness of proposed changes 0

VI. Organizational Communication

This outcome focuses on the student's ability to demonstrate understanding of organizational communication concepts through exemplary individual and team practice of written, oral, and presentational communication skills.

Knowledge------Comprehension	Application------Analysis	Synthesis------Evaluation
1-2: Is able to define various modes of communication within organizational settings 0	3-4: Is able to apply knowledge of communication (theories and concepts) to identify and address organizational problems, suggesting areas for improvement 0	5-6: Evaluates organizational structures proposing changes to address internal and external needs and suggesting ways to measure effectiveness of proposed changes 1
1-2: Is able to describe how communication at various levels (individual, team, leader, entity) affects organizational goals 0	3-4: Applies appropriate organizational and management theories to analyze scenarios related to various organizational functions (e.g. human resources, legal, finance, etc.) 1	5-6: Evaluates multiple aspects of communication at the organizational level, develops communication strategies to address the needs of multiple stakeholders 0
1-2: Is able to demonstrate effective individual oral and written communication skills that are logical, organized and consider the audience 0	3-4: Applies communication knowledge (theories and concepts) that promote effective team communication capabilities that respond to audience needs 0	5-6: Develops, proposes and evaluates audience centered strategies that promote communication effectiveness at the organizational level 1
1-2: Ideas are conveyed in logical ways that demonstrate the ability to consider audience when crafting messages 0	3-4: Conveys meaningful ideas clearly and fluently while crafting a message that is sensitive to the audience's time and level of interest 0	5-6: Consistently uses organizational patterns to lay the groundwork for cohesive narratives. Language choices are imaginative, memorable and compelling. 1
1-2: Includes and cites sources to support assertions 0	3-4: Uses high-quality, credible and relevant sources to support assertions employing appropriate style conventions 1	5-6: Demonstrates skillful interweaving of multiple sources to seamlessly support and cite assertions 0

Reviewer Comments

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