

Leadership Self Assessment

This self assessment is designed to help leaders determine which leadership skills they may need to develop. It focuses on eight components dealing with (1) *providing direction*, (2) *leading courageously*, (3) *fostering teamwork*, (4) *championing change*, (5) *coaching people*, (6) *motivating others*, (7) *building relationships* and (8) *acting with integrity*. A set of 5 statements reflect various attributes of and skills for each component.

Instructions:

Please read each statement carefully. Then rate yourself in terms of how well you think you possess the attribute or perform the leadership skill by circling the statement that best reflects your view. This is not a test – there are no right or wrong answers.

The rating scale provides three choices:

- 1 = I do not possess this attribute or do this skill well at all.
- 2 = I seldom possess this attribute or do this skill somewhat well.
- 3 = I possess this attribute or do this skill very well.

Circle your chosen response for each statement

After reflecting on the assessment results, you may want to consider contacting HCG to access leadership coaching or consulting for you or your organization.

Please respond to every statement. In selecting your response, be realistic about your assessment. Do not answer in terms of how you would like to see yourself, in terms of what you should be doing, or in terms of how you think others view you. Again, the purpose of this assessment is to help you focus on growth objectives that will stretch you in meaningful ways. Once the averages for each component are calculated, use the questions on pages 4 and 5 to enhance your assessment.

As I reflect on my leadership over the past 12 months I can make the following assessment of my own leadership behavior:

		Do well	Do somewhat well	Do not do well
Providing Direction				
1.	I articulate my organization's vision and mission to others.	1	2	3
2.	I foster the fulfillment of a common vision.	1	2	3
3.	I clarify roles and responsibilities.	1	2	3
4.	I define priorities for our organization.	1	2	3
5.	I make planning strategically a high priority.	1	2	3
<i>Total Score of items circled divided by 5. The resulting number is your average score for this area.</i>				
Leading Courageously				
1.	I take a stand for my values.	1	2	3
2.	I understand the ethical responsibility that comes with leadership and act accordingly.	1	2	3
3.	I deal with issues and concerns promptly.	1	2	3
4.	I challenge others to make right choices.	1	2	3
5.	I make tough decisions regardless of people's approval or rejection.	1	2	3
<i>Total Score of items circled divided by 5. The resulting number is your average score for this area.</i>				
Fostering Teamwork				
1.	I prefer to work on tasks with a team versus individually.	1	2	3
2.	I regularly build team spirit and morale and get results.	1	2	3
3.	I encourage interaction and collaboration among team members.	1	2	3
4.	I lead the celebration of team accomplishments.	1	2	3
5.	To garner diverse perspectives, I solicit input from my team members.	1	2	3
<i>Total Score of items circled divided by 5. The resulting number is your average score for this area.</i>				
Championing Change				
1.	I recognize the value of leading change.	1	2	3
2.	I actively involve others in the change process.	1	2	3
3.	I motivate others to embrace change.	1	2	3
4.	I assess readiness and resistance to change.	1	2	3
5.	I provide the energy that propels people along the change process, no matter how great the difficulties.	1	2	3
<i>Total Score of items circled divided by 5. The resulting number is your average score for this area.</i>				
Coaching and Developing People				
1.	I identify and seek to tap people's potential.	1	2	3
2.	I consider and offer developmental challenges.	1	2	3
3.	I develop leaders at all levels of our organization.	1	2	3
4.	I find ways to support and encourage others.	1	2	3
5.	I invest in people development in my organization.	1	2	3

<i>Total Score of items circled divided by 5. The resulting number is your average score for this area.</i>				
		Do well	Do somewhat well	Do not do well
Motivating Others				
1.	I inspire and provoke others to excel.	1	2	3
2.	I trust in people's competence.	1	2	3
3.	I establish high performance standards.	1	2	3
4.	I lead by setting a positive example that inspires others.	1	2	3
5.	I reward performance and provide constructive feedback.	1	2	3
<i>Total Score of items circled divided by 5. The resulting number is your average score for this area.</i>				
Building Relationships				
1.	I initiate relationships with others	1	2	3
2.	I work effectively with others who are different from me.	1	2	3
3.	I prioritize successful resolution of conflict with others.	1	2	3
4.	I leverage networks of people to resource and strengthen my tasks.	1	2	3
5.	I keep others informed about what I'm doing if it affects them.	1	2	3
<i>Total Score of items circled divided by 5. The resulting number is your average score for this area.</i>				
Acting with Integrity				
1.	I understand that leading begins with leading from the heart (with compassion, sensitivity, with integrity).	1	2	3
2.	I value the heart, character, and integrity of myself and others	1	2	3
3.	I follow through on the promises and commitments that I make.	1	2	3
4.	I am open to making significant changes in my behavior when necessary.	1	2	3
5.	I am able to exert self-discipline when needed.	1	2	3
<i>Total Score of items circled divided by 5. The resulting number is your average score for this area.</i>				

Scoring the Leadership Self Assessment

Add the circled responses within each section and divide the total by 5. The result is your average score for each leadership component.

Using the Leadership Self Assessment

The results of your assessment are to help you think about how to address the varied skills and attributes of effective leadership. This assessment is also intended to help you think about how important these attributes and skills are to you and whether or not you wish to grow and develop them more.

The following questions are intended to assist you in analyzing your responses.

PROVIDING DIRECTION

Which **Providing Direction** skills/attributes do you do well?

- 1. _____ 2. _____
- 3. _____ 4. _____

Which **Providing Direction** skills/attributes do you not do well?

- 1. _____ 2. _____
- 3. _____ 4. _____

Which **Providing Direction** skills/attributes do you have the most interest in developing?

- 1. _____ 2. _____



LEADING COURAGEOUSLY

Which **Leading Courageously** skills/attributes do you do well?

- 1. _____ 2. _____
- 3. _____ 4. _____

Which **Leading Courageously** skills/attributes do you not do well?

- 1. _____ 2. _____
- 3. _____ 4. _____

Which **Leading Courageously** skills/attributes do you have the most interest in developing?

- 1. _____ 2. _____



FOSTERING TEAMWORK

Which **Fostering Teamwork** skills/attributes do you do well?

- 1. _____ 2. _____
- 3. _____ 4. _____

Which **Fostering Teamwork** skills/attributes do you not do well?

- 1. _____ 2. _____
- 3. _____ 4. _____

Which **Fostering Teamwork** skills/attributes do you have the most interest in developing?

- 1. _____ 2. _____



CHAMPIONING CHANGE

Which **Championing Change** skills/attributes do you do well?

- 1. _____ 2. _____
- 3. _____ 4. _____

Which **Championing Change** skills/attributes do you not do well?

- 1. _____ 2. _____
- 3. _____ 4. _____

Which **Championing Change** skills/attributes do you have the most interest in developing?

- 1. _____ 2. _____



COACHING AND DEVELOPING PEOPLE

Which **Coaching and Developing People** skills/attributes do you do well?

- 1. _____ 2. _____
- 3. _____ 4. _____

Which **Coaching and Developing People** skills/attributes do you not do well?

- 1. _____ 2. _____

3. _____ 4. _____
Which **Coaching and Developing People** skills/attributes do you have the most interest in developing?

1. _____ 2. _____
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MOTIVATING OTHERS

Which **Motivating Others** skills/attributes do you do well?

1. _____ 2. _____
3. _____ 4. _____

Which **Motivating Others** skills/attributes do you not do well?

1. _____ 2. _____
3. _____ 4. _____

Which **Motivating Others** skills/attributes do you have the most interest in developing?

1. _____ 2. _____
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BUILDING RELATIONSHIPS

Which **Building Relationships** skills/attributes do you do well?

1. _____ 2. _____
3. _____ 4. _____

Which **Building Relationships** skills/attributes do you not do well?

1. _____ 2. _____
3. _____ 4. _____

Which **Building Relationships** skills/attributes do you have the most interest in developing?

1. _____ 2. _____
~ ~

ACTING WITH INTEGRITY

Which **Acting with Integrity** skills/attributes do you do well?

1. _____ 2. _____
3. _____ 4. _____

Which **Acting with Integrity** skills/attributes do you not do well?

1. _____ 2. _____
3. _____ 4. _____

Which **Acting with Integrity** skills/attributes do you have the most interest in developing?

1. _____ 2. _____

Note: This is only a preliminary self-assessment intended to promote personal reflection and further evaluation. It is not a statistically validated assessment.



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