

Leadership Competency Self-Assessment

This assessment is a guide paralleling six leadership competencies. It will help you uncover leadership competencies to develop and areas where you can continue to build on your strengths. While filling out the assessment: be realistic, be honest, and be thoughtful. Answer as you behave now, not as you believe you should be or will be.

Please write the number in the SHADED BOX that most closely matches your opinion of your own actions using the following scale.

- 1 = Not something I currently do or need to do.**
2 = I do this once in a while.
3 = I do this fairly often.
4 = I do this very often.
5 = I do this all the time.

	A	B	C	D	E	F
1. I work to resolve problems and remove obstacles to lead others and achieve meaningful results.						
2. I make thoughtful evaluations of people's capabilities and fit for the job or task.						
3. I readily involve others as appropriate to accomplish individual and group goals.						
4. I demonstrate a "can-do" spirit, a sense of optimism, ownership and commitment.						
5. I readily adapt to different ways of doing things.						
6. I communicate in a logical, organized manner.						
7. I raise difficult issues to others in order to insure they are addressed.						
8. I provide honest, helpful feedback to others with their performance.						
9. I willingly offer help or assistance to others when needed.						
10. I project a positive image and serve as a role model for others.						
11. I remain calm and reasonable amidst tense or stressful situations.						
12. I convey information clearly and concisely.						
13. I am confident and self assured in expressing my views.						
14. I provide useful real-time coaching to others.						
15. I share timely information and viewpoints openly and directly with others.						
16. I energize others by clarifying the broader purpose and mission of their work.						
17. I modify my behavior based on feedback from others.						
18. I listen carefully and attentively to others' opinions and ideas.						
19. I stick to my goals in the face of unexpected obstacles.						
20. I apply knowledge of what motivates and what discourages employees.						
21. I encourage others to share information and viewpoints frankly and openly, maintaining positive relationships even under difficult relationships.						
22. I inspire others to define new opportunities and continuously improve our group's work, set challenging goals and high standards for performance.						
23. I help others manage during times of change.						
24. I tailor my communication style and content appropriate to the situation.						
Sub-Total						

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C.A.Schifman and Company / Leader Development / Coaching / Organizational Development

www.developingpeople-business.com 231-941-8364

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25. I hold other people accountable for achieving their goals.						
26. I shape roles and assignments in ways that leverage and develop people's capabilities.						
27. I cultivate networks with people across a variety of functions and locations.						
28. I trust others' judgments, and recognize that good decisions are made at all levels of the organization.						
29. I show versatility in response to a wide range of situations.						
30. I actively engage others.						
31. I take immediate action to resolve issues or problems when they arise.						
32. I promote sharing of expertise and a free flow of learning.						
33. I involve others in decisions and plans that affect them.						
34. I create an environment in which performance excellence is rewarded.						
35. I demonstrate a willingness to try new things.						
36. I reflect and summarize others' comments to ensure understanding.						
37. I seek increased accountability on the job without being asked.						
38. I provide insightful, constructive feedback to others.						
39. I knowingly adjust my interpersonal style to a variety of people and situations.						
40. I encourage others to stretch beyond what they thought they could do.						
41. I recover quickly from failures.						
42. I express reactions and opinions without intimidating or interrupting others.						
43. I convey a strong sense of urgency and drive.						
44. I identify, address and resolve critical gaps in my talent pool.						
45. I create opportunities to promote and celebrate the contribution of individual and team successes.						
46. I model behaviors that reflect the organization's vision and values.						
47. I navigate the political realities and constraints of the organization.						
48. I handle questions well in ordinary as well as adversarial situations.						
Sub-Total						

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49. I support others who take well-reasoned risks.						
50. I create a climate that inspires development and learning.						
51. I seek to understand cultural differences and the value of diversity for accomplishing my goals.						
52. I convey confidence in others' ability to do their best.						
53. I adapt my leadership style to fit situational needs.						
54. I ensure clarity and continuity of key messages during times of change.						
55. I take decisive action in high stakes situations, crises, or conditions of uncertainty.						
56. I model self-development practices.						
57. I create an environment for honest and open discussion of issues, even controversial ones.						
58. I connect with others by taking a genuine interest in their desires and concerns.						
59. I respond creatively and constructively to new demands, priorities and challenges.						
60. I demonstrate insight into the underlying feelings, concerns and viewpoints expressed by others.						
Sub-Total						

Calculate your final numbers using the table below and the Sub-Totals from the tables above.

	A	B	C	E	E	F
Sub-Total						
Sub-Total						
Sub-Total						
Total						

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Shade the bars below to indicate your scores on each of the six letters from the totals on the previous page.

A. Urgency / Courage

I believe I demonstrate and foster a sense of urgency to achieving goals. I believe I take principled risks to do what is right and I support others who do so.

0 15 25 45 50

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B. Talent Enhancement

I believe I ensure the availability and the development of the talent needed to meet current and future goals.

0 15 25 45 50

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C. Building Relationships

I believe I proactively build relationships with individuals and teams across the organization to achieve goals.

0 15 25 45 50

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D. Engage and Inspire

I believe I inspire a commitment to a vision and a plan of action.

0 15 25 45 50

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E. Adaptability

I believe I maintain personal effectiveness in the face of ambiguity, shifting priorities and through periods of change.

0 15 25 45 50

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F. Communication

I believe I deliver clear, effective, persuasive messages and I listen attentively and accurately to others.

0 15 25 45 50

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