



## LEADERSHIP SELF-ASSESSMENT INVENTORY

### I. LEADING THE ORGANIZATION

- I am skilled at defining strategy and setting direction.
- I know the “business” of my office and organization, including the business model, operational processes, organizational structure and players.
- I lead strategically by aligning people, tasks, and processes for efficiency and opportunity.
- I am known for driving results. I am skilled at focusing on a goal, harnessing energy and overcoming obstacles to meet that goal to create results.
- I build a culture of innovation and follow it up by actively championing change.
- I am known as a decisive leader who acts without hesitation.
- I consistently strive to generate new ideas, initiate new activities and minimize routine tasks.
- I am known for being a creative problem-solver.
- I believe in leading by example and know that I must be the first to demonstrate a behavior if I expect others to follow suit.
- I am considered by others to be an ethical leader.
- I strive to achieve socially responsible, sustainable leadership that empowers others and provides support for leaders in the workplace.
- As an education leader, I work to put in place learning strategies that engage students intellectually, socially and emotionally.
- I demonstrate a commitment to continuous improvement.
- I am a transformational leader and work to change and create higher quality work environments.
- I am a values-driven leader who feels that leadership is inextricably tied to issues of social justice.

### II. LEADING OTHERS

- I take the time to explain and help employees understand how they contribute to achieving key business objectives in the big picture.
- I understand the developmental needs of others and provide support and resources to help them develop and achieve higher levels of performance.
- I am honest and straightforward in providing feedback on performance and assessing advancement opportunities.
- I help people feel competent in their work by recognizing and celebrating their small successes. I provide immediate compliments and other forms of recognition for meaningful accomplishments.
- I discipline employees when effort is below expectations and capabilities. When performance is sub-par, I do not hesitate to deliver accurate and timely feedback to the employee.
- I help people establish performance goals that are challenging, specific and time-bound.
- I develop the talents of all my staff rather than lavishing rewards on a few proven stars. I delegate work tasks to my staff as much and as often as possible.
- I empower my direct reports to make important decisions about key areas for which they are responsible and encourage them to take on more responsibility.
- I know how to motivate my staff and get the best results out of them by using a variety of rewards to reinforce exceptional performance.
- I specify clearly the level of initiative I want others to take (e.g., wait for directions, do part of the task and then report, do the whole task and then report, etc.).
- I make certain that the amount of authority I give matches the amount of responsibility I give.
- I coach and mentor those who work for me.



- I help people become involved in teams in order to increase their participation and allow teams to make decisions and implement their own recommendations.
- I ensure that standards of excellence—not mediocrity or mere acceptability—characterize the team’s work.
- I avoid upward delegation by asking people to recommend solutions rather than merely asking me for advice or answers when a problem is encountered.
- When I see my employees engaged in a conflict, I isolate, address and resolve the problem.
- My leadership style is participative. My staff plays a vital role in operational management and decision making.
- I foster confidence by being fair and equitable in my decisions. I make sure that people feel fairly and equitably treated.
- I have considered and submitted recommendations to higher ups identifying those who will ultimately succeed me, not as an afterthought, but from the first day on the job.
- I provide intrinsic rewards and extrinsic incentives I ensure that standards of excellence—not mediocrity or mere acceptability—characterize the team’s work.
- I inspire others around organizational vision.

### III. PARTNERING, COLLABORATING AND BUILDING RELATIONSHIPS

- I am good at building and attracting buy-in from others for my ideas and proposals.
- I work hard to reward others for supporting me, thereby establishing a condition of reciprocity.
- I go out of my way to add value for others, knowing that reciprocity is a powerful tool for getting things done.
- I try to foster friendships and informal interactions at work.
- I form a broad network of relationships with people throughout the organization at all levels.
- I work at expanding my network at work and outside of work.
- I know how to identify, establish and maintain important relationships that help me get my job done.
- I develop and effectively leverage relationships effectively with others.
- I learn from and support other leaders and coach and mentor my successors.
- I create vibrant external partnerships with constituencies, organizations and clients that drive growth, revenue and mutual benefits for all concerned.

### IV. POLITICAL SAVVY

- I have a knack for understanding the unspoken rules of the workplace.
- I understand power and the loci of control on the job.
- I quickly and readily identify and respect “invisible” boundaries that may be present.
- I am well on the way to gaining power and influence in my workplace.
- I constantly strive to find opportunities to make reports about my work, especially to senior people.
- I always put forth more effort and take more initiative than expected in my work.
- I actively demonstrate interest in others so that they will also do the same for me when I need it.
- I strongly support organizational ceremonial events and activities.
- I always work harder than most co-workers.
- I work as hard to make higher ups look good and to be successful as I do working for my own success.
- I can manage up when necessary to impact my boss’ behavior.
- I build a respected public image by commanding the attention of others, presenting myself confidently and managing myself consistently.
- I strongly encourage new members to support important organizational values by both their words and their actions.
- I help higher ups solve problems that they didn’t expect me to help them solve.



## V. SELF-MANAGEMENT

- I am an honest person with high integrity.
- I lead authentically at work and am I am transparent to others, bringing forth my real feelings, values and beliefs.
- People find me trustworthy.
- I possess a clear understanding of my values, strengths, weaknesses and motivations.
- I engage fully, applying positive energy, sincerity and commitment to my work.
- I am accountable for my decisions and actions.
- I have self-discipline and am easily able to control my impulses and forego immediate gratification in service to my long-term goals.
- I focus my energy on achieving objectives and overcoming obstacles.
- I strive hard to keep my work connected to the central mission of the organization.
- I naturally take initiative, looking for wherever I can add value for my organization.
- I have learned to strike a balance between my personal and work life.
- I always strive to enhance my personal appearance.
- I believe that my career is as much a part of my life as any other role and manage it as a precious resource. I am continually upgrading my skills and knowledge.
- I am expert at managing my time carefully and consistently, using a scheduler that I always follow.
- I am a confident leader.
- I am a values-driven leader; I always do what I think is right.
- I always avoid using threats or demands to impose my will on others.

## VI. EMOTIONAL IQ

- I have an uncanny ability to read and understand others in social contexts in the workplace.
- I can detect nuances of emotional reactions of others at work and know how to speak and behave to reduce tension and conflict.
- I can utilize this knowledge to influence others through emotional regulation and control.
- I feel comfortable using a variety of different influence techniques, matching them to specific circumstances.
- Aware of others social and emotional cues, I am always able to put others at ease.
- I can be empathetic and understand what another person is feeling.
- I know what is really behind the emotion that I observe in others.
- I notice and consider body language and pick up quickly on what it is transmitting.
- I completely understand the difference between what I say and how I say it and take care to align the two.
- I know how to manage my own emotions in the workplace.
- I always use a direct, straightforward approach, rather than an indirect or manipulative one.
- Even under stress or fire, I remain even-tempered and never lose my composure.
- I know how to be assertive without being aggressive and how to be passionate without being offensive.
- I am a self-aware individual and leverage my personal strengths, while working on my weaknesses.
- I exhibit caring and personal concern for each person with whom I have dealings.

## VII. TECHNOLOGY MANAGEMENT

- I am considered computer savvy.
- I can easily use basic office software, including MS Office, files, emails, etc. on my computer.
- I understand a great deal about computer hardware, connections, printers, wireless peripherals, etc.



- I regularly generate and gather data and know how to use it to yield informed decision-making at work.
- Others would say that I am very technically proficient.
- I periodically add to my computer and technology skills by taking classes to expand my knowledge.
- I understand the Internet and know how to navigate web pages to find the information I am seeking.
- I am very information literate and can find any critical information I need online.
- I know about the comparative performance of common web browsers (Explorer, Chrome, Firefox, etc.), search engines (Google, Bing, Yahoo, etc.) and which ones I should be using.
- I am adept at using the full functionality of my handheld devices whether iPad, iPhone, Android, tablet, etc.

#### VIII. FINANCIAL MANAGEMENT

- I clearly understand resource allocation and its relationship to strategic planning.
- I know that everything entails costs and understand how to measure, anticipate and plan for these.
- I am skilled at budget planning and can identify both long- and short-term budgetary impacts on my office.
- I am considered a competent budget manager by higher ups.
- I am thrifty without being cheap and carefully manage resources to build quality, reward good performance and support the predations of my office.
- I never overspend my budget, and always come in under budget at the end of the fiscal year.

#### IX. COMMUNICATION

- I garner the support of others through active listening and clear and persuasive communication.
- I negotiate conflict and facilitate agreements by getting to the root of problems, listening and encouraging others to express their own interests while maintaining productive relationships.
- As I become aware of it, I pass along relevant information to people on a continuous basis.
- I refuse to bargain with individuals who use high-pressure negotiation tactics
- I help determine the issues to which higher ups pay attention by effectively selling the importance of those issues.
- I work hard to get access to important information by becoming central in communication networks.
- When I speak or write, I communicate clearly and articulately.
- My presentation and writing style both end up having significant impact.
- When I speak to my staff about office objectives, I do so by creating a clear, concise shared vision.
- I am a powerful communicator and feel responsible for sharing information with higher ups, peers and employees.
- I am a very effective presenter and public speaker.
- I am highly skilled in the art of creating win-win scenarios.
- I can affect others' decisions through convincing persuasion.
- I can "sell" convincing compromises to others

#### X. LEVERAGING DIVERSITY

- I am keenly aware and sensitive to multicultural issues in the workplace.
- I am committed to building a diverse staff and developing diverse staff members.
- I always model respect for religious, ethnic, gender-associated differences.
- I understand how important it is for me to spend time developing diverse members of my staff.
- I believe that the workplaces prosper when people learn from one another's diverse practices.