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 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.
- 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.