

Personal Leadership Review

Self-Assessment

Knowledge Gain Publications

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This self assessment is for your benefit. Please answer each question honestly to learn about your personal leadership potential and performance.

The scale that you will use for your ratings is as follows:

Low High
1 2 3 4 5 6 7

Circle the number "1" if you are devoid of the attribute described in the question; circle "7" if you are exceptionally strong in the attribute.

Example: Stature—being the tallest person on the job.

1 2 [3] 4 5 6 7

Two Sub-Scales. The following assessment is divided into two scales: (1) leadership potential and (2) leadership performance.

Potential for Leading

Trust is the first principle of leadership. These attributes of trust form the foundation for leading with moral and political authority. They are the basis for others having confidence in you. They indicate whether you will be trusted as a leader.

Trust. These questions indicate the degree to which you have won the confidence of potential allies and followers.

1. *Moral foundation.* To what extent are you known among associates for integrity and ethical standards?

1 2 3 4 5 6 7

2. *Foresight.* To what extent do you have a view of the future that is clear and credible to others?

1 2 3 4 5 6 7

3. *Reality*. To what extent do you understand what is happening around you and in your area of responsibility?

1 2 3 4 5 6 7

4. *Expertise*. To what extent do you possess professional or technical skills that are valuable in your responsibilities?

1 2 3 4 5 6 7

5. *Formal authority*. To what extent do you have formal authority, office, or a position that gives you legal or official power?

1 2 3 4 5 6 7

6. *Relationships*. To what extent do you have powerful friends or other contacts who can have an influence on your work?

1 2 3 4 5 6 7

7. *Visibility*. To what extent are you well known to and recognized by others outside your immediate position?

1 2 3 4 5 6 7

8. *Respect*. To what extent do those who know and recognize you hold you in high esteem and great respect?

1 2 3 4 5 6 7

9. *Style*. To what extent do you work with drive, energy, and initiative in exerting influence with others?

1 2 3 4 5 6 7

Performance in Leading

These are indicators of the principles of leadership that are essential to leading with power and moral authority. They include the principles of vision, strategy, alliance, transformation, and results. The questions that follow indicate how well these principles are evident in your work and attempts to lead.

In order to get the benefit from your self assessment, score yourself according to what you do, not what you believe. You should have some real behaviors to justify your score on each item. Be as honest with yourself as you can. Do not let your score on one item influence your score on another item.

Vision. These questions indicate the degree to which you have created a vision and goals to be shared with others.

1. *Awareness.* To what extent are you up to date on what is happening, grasping data, reports and other information to understand events and circumstances?

1 2 3 4 5 6 7

2. *Define future.* To what extent have you defined and recommended ideas about the best future for your work and organization, suggesting desirable future conditions and outcomes to be achieved?

1 2 3 4 5 6 7

3. *Set goals.* To what extent have you set with others clear objectives, measurable goals and practical evidence for your success?

1 2 3 4 5 6 7

4. *Establish values.* To what extent have you defined and established standards of conduct and values for accomplishing the vision you have put forth?

1 2 3 4 5 6 7

Strategy. These questions indicate the degree to which you have crafted strategies that have helped accomplish your vision.

1. *Plan help.* To what extent have you identified allies to help accomplish your vision and goals?

1 2 3 4 5 6 7

2. *Share vision.* To what extent have you planned how your vision and objectives will be shared with your allies, and how their cooperation and commitment will be secured?

1 2 3 4 5 6 7

3. *Plan actions.* To what extent have you formulated and scheduled specific plans of action with steps to accomplish your vision and objectives?

1 2 3 4 5 6 7

4. *Plan contributions.* To what extent have you planned specific work assignments, working relationships among those involved, and results for which others are responsible?

1 2 3 4 5 6 7

5. *Plan direction.* To what extent have you formulated a specific plan of action to achieve your vision, including tasks, milestones, and evidence of progress?

1 2 3 4 5 6 7

Alliance. These questions identify the degree to which you have energized alliances to activate relationships with others who help achieve your objectives.

1. *Build participation.* To what extent have you recruited, activated and energized others within your alliance, and built momentum to implement your strategy?

1 2 3 4 5 6 7

2. *Teach the plan.* To what extent have you built a shared vision of your goals and the results for which you all worked together?

1 2 3 4 5 6 7

3. *Structure direction.* To what extent have you organized contributions of your allies with goals, meetings, and reports to keep things on track?

1 2 3 4 5 6 7

Transformation. These questions indicate the degree to which you have managed change with people and realities to achieve a vision.

1. *Strengthen allies.* To what extent have you provided help for people to learn and change so they have the skill and capacity to achieve the vision?

1 2 3 4 5 6 7

2. *Handle obstacles.* To what extent have you identified and resolved obstacles to achieving your vision?

1 2 3 4 5 6 7

3. *Manage change.* To what extent have you successfully made changes in policies, schedules, assignments, or relationships required to achieve the vision?

1 2 3 4 5 6 7

Results. These questions identify the degree to which you have achieved and measured the results of your leadership.

1. *Measure progress.* To what extent have you established reports and measured progress to track the achievement of your vision?

1 2 3 4 5 6 7

2. *Assess contributions.* To what extent have you identified the contributions of individuals and allies in achieving the vision?

1 2 3 4 5 6 7

3. *Improve processes.* To what extent have you evaluated and upgraded processes and tools to improve results?

1 2 3 4 5 6 7

4. *Deliver results.* To what extent have you, in fact, achieved the results you intended by your leadership?

1 2 3 4 5 6 7

5. *Reset the vision.* To what extent have you evaluated results and raised your expectations for the future?

1 2 3 4 5 6 7

Scoring. After completing this self assessment, review how you scored yourself on each individual question to determine both strengths and areas of needed improvement. If you wish to obtain an overall rating of potential and performance, add the scores from each set of questions to determine your overall potential for leadership and leadership performance. Enter the scores in the spaces provided below:

Total score for Potential Leadership_____

Total Score for Leadership Performance_____

Evaluation of your scores. On the scale which identifies potential for leadership, total scores ranging from 45 to 63 indicate high potential for leadership. Scores ranging from 1 to 36 indicate a moderate to low potential.

On the scale which identifies leadership performance, total scores ranging from 100 to 140 indicate highly effective performance. Scores ranging from 20 to 80 indicate moderate to low performance.