

Leadership Institute

Self Assessments

## Dimensions of Leadership



The following charts will help you assess your current leadership skills and competencies. Please take a few minutes to complete the assessments on your own.

In a few days, you will receive an invitation to complete an online survey. That survey will ask you to identify those competencies or skills you indicated you would like to develop further (the phrases you identified in the final column with the orange heading). Completing this survey will help us customize future cohort sessions.

Thank you!



# Six Competencies Exemplary Leaders Share

- Warren Bennis



Create a sense of  
common purpose -  
vision



Engage and  
Motivate Others



Build an adaptive  
and agile social  
structure



Generate and  
sustain trust  
(culture of candor)



Develop Leaders



Get results /  
outcomes

“Perhaps the only unperishable characteristic at the base of all effective leadership is character. It is the human connection between the leaders, the led, and the organization.”

# Leading - 4 Dimensions



## Leading Strategically

### Competencies

- External awareness
- Strategic thinking
- Vision
- Decisiveness
- Entrepreneurship
- Problem-solving



## Leading People

### Competencies

- Conflict management
- Diversity
- Integrity
- Accountability
- Credibility
- High-level communication
- Developing others
- Team building



## Leading Change

### Competencies

- Creativity
- Innovation
- Flexibility
- Resilience
- Initiative
- Self confidence
- Prudent risk-taking



## Leading Collaboratively

### Competencies

- Building coalitions
- Political savvy
- Influencing/negotiating
- Fostering relationships

# Self Assessment – Fundamental Competencies

These competencies are the foundation for success and considered essential for good leaders.

| Check one of the first three and then go back and select skills you want to develop.                           | Do not do well | Do somewhat well | Do well | Want to develop |
|--|----------------|------------------|---------|-----------------|
| <b>Excellent Interpersonal Skills</b>  |                |                  |         |                 |
| 1. I treat others with courtesy, sensitivity and respect.  |                |                  |         |                 |
| 2. I consider and respond appropriately to the needs and feelings of different people in different situations. |                |                  |         |                 |
| 3. I value that each person is different.  |                |                  |         |                 |
| <b>Good Communication Skills</b>   |                |                  |         |                 |
| 4. I write in a clear, concise, organized and convincing manner for the intended audience.                     |                |                  |         |                 |
| 5. I make clear and convincing oral presentations.   |                |                  |         |                 |
| 6. I listen effectively; asking for clarification as needed.   |                |                  |         |                 |
| 7. I am aware of how appearance and body language affect effective communication.                              |                |                  |         |                 |

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|--|----------------|------------------|---------|-----------------|
| <b>High Ethics</b>   |                |                  |         |                 |
| 8. I behave in a fair, honest and ethical manner.                                    |                |                  |         |                 |
| 9. I show consistency between my words and actions.                                  |                |                  |         |                 |
| 10. I model high standards to ethics.  |                |                  |         |                 |
| <b>Dedication to Lifelong Learning</b>   |                |                  |         |                 |
| 11. I am aware and recognize my own strengths and weaknesses.                        |                |                  |         |                 |
| 12. I pursue self-development.   |                |                  |         |                 |
| <b>Committed to Fostering Leadership in Others</b>                                   |                |                  |         |                 |
| 13. I provide opportunities for others to be leaders.                                |                |                  |         |                 |
| 14. I am willing to act as a mentor to others.                                       |                |                  |         |                 |
| 15. I help others develop their leadership skills.                                   |                |                  |         |                 |

# Self Assessment – Leading Strategically

Involves the ability to meet organizational and personal goals and expectations. Inherent in this theme is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems and calculating risks.

| Check one of the first three and then go back and select skills you want to develop.              | Do not do well | Do somewhat well | Do well | Want to develop |
|---|----------------|------------------|---------|-----------------|
| <b>External Awareness</b>   |                |                  |         |                 |
| 1. Understands the complexities of communities (education, economics, people government, etc.)    |                |                  |         |                 |
| 2. Understands the role of government and public policy making.                                   |                |                  |         |                 |
| 3. Understands who the decision makers are and how public decisions are made.                     |                |                  |         |                 |
| 4. Understands social injustice, prejudices and biases in our society and work to eliminate them. |                |                  |         |                 |
| 5. Understands interdependence of people and the impact of relationship on results.               |                |                  |         |                 |
| <b>Problem Solving</b>  |                |                  |         |                 |
| 6. Takes initiative for successful resolution of conflict with others.                            |                |                  |         |                 |
| 7. Can manage conflict to create positive opportunities.  |                |                  |         |                 |
| 8. Able to give constructive negative feedback to others when needed.                             |                |                  |         |                 |

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|--|----------------|------------------|---------|-----------------|
| <b>Strategic Thinking and Vision</b>   |                |                  |         |                 |
| 9. Formulates objectives and priorities.   |                |                  |         |                 |
| 10. Implements plans consistent with long term interests of the organization.            |                |                  |         |                 |
| 11. Capitalizes on opportunities.  |                |                  |         |                 |
| 12. Identifies problems and weighs relevance and accuracy of information.                |                |                  |         |                 |
| 13. Acts as a catalyst for change.   |                |                  |         |                 |
| 14. Makes well informed and timely decisions, even when data are limited.                |                |                  |         |                 |
| 15. Builds a shared vision with others.  |                |                  |         |                 |



# Self Assessment – Leading People

Involving the ability to lead people toward meeting the organization’s vision, mission, and goals. Focuses on providing an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive conflict resolution.

| Check one one of the first three and then go back and select skills you want to develop. | Do not do well | Do somewhat well | Do well | Want to develop |
|--|----------------|------------------|---------|-----------------|
| <b>Accountability</b>  |                |                  |         |                 |
| 1. I work to solve problems and not blame others when we hit a stone wall.               |                |                  |         |                 |
| <b>2. I am able to give constructive negative feedback to others when needed.</b>        |                |                  |         |                 |
| 3. I initiate successful resolution of conflict with others.                             |                |                  |         |                 |
| 4. I follow through on commitments I make.   |                |                  |         |                 |
| <b>Diversity</b>   |                |                  |         |                 |
| <b>5. I value that each person is different.</b>   |                |                  |         |                 |
| 6. I treat each person with respect.   |                |                  |         |                 |
| 7. I work effectively with others who are different from me.                             |                |                  |         |                 |
| 8. I reach out to include people.  |                |                  |         |                 |
| <b>9. I understand the ethical responsibilities that come with leadership.</b>           |                |                  |         |                 |

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|--|----------------|------------------|---------|-----------------|
| <b>Credibility</b>   |                |                  |         |                 |
| 10. I follow through on commitments I make.  |                |                  |         |                 |
| 11. I am trustworthy.  |                |                  |         |                 |
| 12. I act in accordance with my words, e.g. “walk the talk.”                         |                |                  |         |                 |
| <b>13. I adapt my leadership style to different situations.</b>                      |                |                  |         |                 |
| <b>14. I listen carefully to understand what another person is saying.</b>           |                |                  |         |                 |
| 15. I seek feedback from others, even if it may be negative.                         |                |                  |         |                 |

# Self Assessment – Leading Change

Involves the ability to bring about strategic change, both within and outside the organization, to meet personal organizational goals. Inherent in this theme is the ability to establish (or participate in establishing) an organization's or personal vision and to implement it in a continuously changing environment.

| Check one one of the first three and then go back and select skills you want to develop. | Do not do well | Do somewhat well | Do well | Want to develop |
|--|----------------|------------------|---------|-----------------|
| <b>Self Confidence</b>   |                |                  |         |                 |
| 1. I am able to exert self-discipline and control over my behavior.                      |                |                  |         |                 |
| 2. I am aware of my attitudes, values, biases and prejudices.                            |                |                  |         |                 |
| 3. I clearly communicate true feelings with compassion and forthrightness.               |                |                  |         |                 |
| 4. I am able to directly ask for what is needed.   |                |                  |         |                 |
| 5. I am forward looking and spend the majority of my time on external future issues.     |                |                  |         |                 |
| <b>Risk Taking</b>   |                |                  |         |                 |
| 6. I look beyond obstacles to see possibility.   |                |                  |         |                 |
| 7. I am willing to risk success and support others taking risk.                          |                |                  |         |                 |
| 8. I view mistakes as a healthy outcome of risk taking.                                  |                |                  |         |                 |

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|--|----------------|------------------|---------|-----------------|
| <b>Resilience</b>  |                |                  |         |                 |
| 9. I am open to change, able to learn from mistakes and move on.                         |                |                  |         |                 |
| 10. I seek and support new models and ways of doing things.                              |                |                  |         |                 |
| 11. I deal effectively with pressure.  |                |                  |         |                 |
| 12. I remain optimistic and persistent, even under adversity.                            |                |                  |         |                 |
| 13. I recover quickly from setbacks.   |                |                  |         |                 |
| 14. I am oriented toward a “can do” approach and relies on experience and intuition.     |                |                  |         |                 |
| 15. I do not rely solely on “expert” opinion or permission to proceed.                   |                |                  |         |                 |

# Self Assessment – Leading Collaboratively

Involves the ability to work with others to manage human, financial and information resources strategically and collaboratively in order to achieve organizational goals. Includes the ability to build and sustain a network of people to attain personal and business success.

| Check one one of the first three and then go back and select skills you want to develop. | Do not do well | Do somewhat well | Do well | Want to develop |
|--|----------------|------------------|---------|-----------------|
| <b>Building Coalitions</b>   |                |                  |         |                 |
| 1. I help a group identify a common goal.  |                |                  |         |                 |
| 2. When working in a team situation, I help the group keep its focus.                    |                |                  |         |                 |
| 3. When I'm responsible for a task or project, I follow through in a timely manner.      |                |                  |         |                 |
| 4. I work well with others on a team.  |                |                  |         |                 |
| 5. I understand group dynamics and adjust my leadership style accordingly.               |                |                  |         |                 |
| 6. I help groups make decisions through consensus.                                       |                |                  |         |                 |
| 7. I understand the importance of building partnerships.                                 |                |                  |         |                 |
| 8. I give recognition to people who have done the work.                                  |                |                  |         |                 |

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|--|----------------|------------------|---------|-----------------|
| <b>Influencing/Fostering Cooperation</b>   |                |                  |         |                 |
| 9. I try to make a difference for causes greater than my own need.                       |                |                  |         |                 |
| 10. I volunteer to serve others in the community.  |                |                  |         |                 |
| 11. I help people in a community organize to undertake a worthwhile project.             |                |                  |         |                 |
| 12. I understand the role of non-profits in a community.                                 |                |                  |         |                 |
| 13. I help people who do not have a voice.   |                |                  |         |                 |
| 14. I help groups find resources to implement their plan of action.                      |                |                  |         |                 |
| 15. I help people to think well of themselves.   |                |                  |         |                 |

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