

## Instructions for Using This Assessment

The purpose of this assessment is to help you surface areas of behavior where improvement could positively enhance your Leadership Effect with a minimum of time, trouble, and expense.

The brevity of this survey is not intended to downplay the value of large sophisticated reports. As a coach, I love data on my clients and am happy to take advantage of them. In my experience, however, a short assessment can be just as valuable as a long one in locating where to concentrate. With large reports the goal is the same as here: Identify two or three applications where improvement could make a significant difference.



The pattern of questions follows the principles presented in *BETTER: The Fundamentals of Leadership*. The master principle is Leadership Proposition 1: **The currency of leadership is credibility**. Simply work through the material and grade yourself in each area.

No one can see him- or herself with complete accuracy. Therefore, it is helpful to ask others around you to complete an assessment on your behalf (versions to be given to others are found on the same webpage). Look at your lowest scores, and also for answers where your view of yourself differs from how others see you. For example, you grade yourself an 8 in the category of optimism, but two or three other people marked you as a 5. I suggest you go to those people and ask for more information to gain insight. Be sure to obey the **rules for seeking feedback** from others:

1. It is all right to ask for clarification or examples.
2. **Never** dispute, argue, or defend yourself. Merely receive their feedback thoughtfully.
3. **Always** thank them. They are doing you a favor!

Once you have identified where you want to concentrate, use the Weakness Mountain process for each individual application as explained in *BETTER*, Part III, Chapter 2:

1) Acknowledge, 2) Observe, 3) Change, and 4) Evaluate.

Make sure you gain sufficient understanding and are dealing with the root of a problem rather than the fruit of its resulting behavior. Example: “Procrastination” is not a weakness; it is a behavior. “Fear of unfamiliar tasks,” “Perfectionism,” and “Disorganization” are all different reasons *behind* procrastinating. Each would require a different plan of attack.

When you choose a Change strategy to counteract, interrupt, or improve the behavior, be sure that: 1) It is a behavior within your control; 2) You define them as positive directives rather than negative ones (“Be early” is more powerful than “Don’t be late”); and 3) You create a memory device of some type to serve as a reminder and a trigger to catch yourself.

Anyone who sincerely wants to improve as a leader deserves commendation, even more so if they have the integrity and courage to seek feedback from others. May *you* succeed in your efforts to grow in your Leadership Effect!



# Leadership Effect Self-Assessment

Answer all questions on a scale of 0 – 10.

0 = “No credibility at all in this area.”

10 = “Complete credibility. Couldn’t be higher.”

## I. Overall Leadership.

Definition of a leader: You are a leader if you know where you are going and are able to persuade others to go along with you.

- 1. You know where you want to go as a leader. \_\_\_\_\_
- 2. You are able to communicate your thoughts and goals clearly. \_\_\_\_\_
- 3. You are able to win followers. \_\_\_\_\_
- 4. Rate your overall leadership credibility. \_\_\_\_\_

Key observations: \_\_\_\_\_

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## II. Professional Competence (Knowledge & Skills).

- 1. Rate your **knowledge** in key areas of expertise. \_\_\_\_\_
- 2. Rate your **skills** in key areas of expertise. \_\_\_\_\_
- 3. Rate your **work ethic** (consistent effort). \_\_\_\_\_
- 4. Rate your work in terms of **quality**. \_\_\_\_\_



5. Rate your work in terms of **reliability**. \_\_\_\_\_

6. Rate your work in terms of **timeliness**. \_\_\_\_\_

Key observations: \_\_\_\_\_

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**III. Personal Conduct (Behaviors).**

1. You have a clear vision on how the future can be better. \_\_\_\_\_

2. You are able to articulate where you want to go. \_\_\_\_\_

3. You impart encouragement and hope to others. \_\_\_\_\_

4. The attitude you express is typically optimistic. \_\_\_\_\_

5. Your speech is thoughtfully considered rather than impulsive. \_\_\_\_\_

6. You know and can articulate what you genuinely believe. \_\_\_\_\_

7. You will hold to what you believe even when there's a cost attached. \_\_\_\_\_

8. Your personal convictions are held with courtesy and respect for others. \_\_\_\_\_

9. You can articulate a clear purpose statement. \_\_\_\_\_

10. You can define reality regarding key issues for your team. \_\_\_\_\_

11. You give clear expectations to subordinates. \_\_\_\_\_

12. Your public appearance, behavior, and speech are authentic. \_\_\_\_\_

13. You make an effort to listen to others. \_\_\_\_\_

14. You seek to serve others, providing resources and removing obstacles. \_\_\_\_\_

15. You can connect daily work to a greater or higher purpose. \_\_\_\_\_



- 16. You value the contributions of all members of your team. \_\_\_\_\_
- 17. You share the credit for successes with others. \_\_\_\_\_
- 18. When failure occurs, you look at yourself first and own your part in it. \_\_\_\_\_
- 19. You make an intentional effort to be available to your team. \_\_\_\_\_
- 20. You model the behavior you want from your team members. \_\_\_\_\_
- 21. You are consistent; you can be counted on to be “you.” \_\_\_\_\_
- 22. You Do What You Say You Will Do (DWYSYWD). \_\_\_\_\_
- 23. You speak well of your organization and its people. \_\_\_\_\_
- 24. You conduct yourself well as a representative of your organization. \_\_\_\_\_
- 25. When speaking you consider the additional weight of your words. \_\_\_\_\_
- 26. You are a self-starter, demonstrating initiative on a regular basis. \_\_\_\_\_
- 27. You take responsibility for your own personal and professional growth. \_\_\_\_\_
- 28. You take initiative to build positive relationships. \_\_\_\_\_
- 29. You sincerely apologize when you have offended someone. \_\_\_\_\_
- 30. You do the right thing in spite of anxiety or fear. \_\_\_\_\_
- 31. You can receive criticism and sift it for something of value. \_\_\_\_\_
- 32. You maintain your composure under pressure. \_\_\_\_\_
- 33. Your personal presentation (appearance, dress, manners) is consistent with your desired leadership role. \_\_\_\_\_

Key observations: \_\_\_\_\_

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