

Leadership Self-Assessment

A Coaching Perspective

Effective leadership can be measured by:

- Human dynamics that empower and inspire
- Systems that accomplish the organization's purpose and goals
- Results that are valued within the organization

Awareness is crucial to your success as a leader. Rate yourself, your effectiveness in developing your organization (direct reports) and your contribution to the organization's external criteria for success.

Rating Scale: 5 (outstanding); 4 (very good); 3 (average); 2 (below average); 1 (poor)

The Leader – Leads with his/her personal best

Emotional Competence

- _____ I identify and work effectively with my thoughts and emotions
- _____ I understand and respond effectively to the emotional states of others
 - _____ Employees
 - _____ Clients
- _____ I am an objective observer to a problem situation (not emotionally involved)
- _____ I remain calm under duress

Confidence

- _____ I believe I am the best I can be, while I become more
- _____ I know my personal strengths, talents and challenges
- _____ I believe I can get the job done
- _____ I stay empowered when I make mistakes or others criticize my ideas and actions

Influence

- _____ I model positive, constructive communication skills
- _____ I model constructive responses to conflict
- _____ I develop the capabilities of my employees
- _____ I understand how I am perceived by others
- _____ I understand my impact on others

Fulfillment

- _____ I view my work as meaningful—meets my personal values for success
- _____ I feel inspired by and excited about my contribution to the organization
- _____ I believe I have the power to make a difference

Empowerment

- _____ I inspire and motivate employees to seek excellence
- _____ I make informed decisions that support individuals and the organization
- _____ I give and receive constructive feedback
- _____ I act in ways that support what I believe and what I say
- _____ I turn mistakes and obstacles into lessons that lead to personal growth

Effectiveness

- _____ I accomplish desired results (goals, strategies, action steps)
- _____ I ensure the work environment is cooperative and non-threatening
- _____ I use a management style that is participative, open and inclusive
- _____ I am seen as a credible leader
- _____ I use conflict as an opportunity for growth

The Organization (your team) – Demonstrates Effectiveness and Vitality

Alignment

- _____ **Purpose:** Employees understand and feel connected to the mission of the organization
- _____ **Vision:** Employees understand and support what the organization can become
- _____ **Goals:** Employees know the organizational goals that will accomplish the vision and purpose
- _____ **Procedures:** Employees know the specific strategies and action steps to achieve personal and organizational goals
- _____ **Roles:** Employees know who is responsible for completing the steps to accomplish goals

Engagement

- _____ Employees are committed and take ownership of assignments
- _____ Employees clearly understand the outcomes they are expected to achieve
- _____ Employees feel they have control over their performance
- _____ Employees feel compensated for what they do
- _____ Employees feel recognized for what they do
- _____ Employees enjoy the work they do

Trust

- _____ **Congruence**
Employees' intentions are aligned with their actions
- _____ **Openness**
Employees disclose ideas and opinions honestly and easily
- _____ Employees receive feedback without becoming hostile or defensive
- _____ Employees share relevant information with one another
- _____ **Acceptance**
Employees are treated with respect for who they are
- _____ Employees treat others with respect
- _____ Employees encourage and support each other
- _____ Employees feel safe to express conflicting views
- _____ **Reliability**
Employees can rely on each other to get the job done
- _____ Employees consistently hold themselves accountable
- _____ Employees work to high standards of quality

The Outcome – Indicates Measurable Results

- _____ Productivity
- _____ Profits
- _____ Cooperation
- _____ Retention (Decreased Turnover)
- _____ Attendance (Decreased Absenteeism)

“Managers get things done; leaders teach others to get things done.” Craig Runde & Tim Flanagan