

Leadership Skills Assessment Worksheet

Name: Date:

This assessment form is designed to assist you evaluate your leadership skills against specific leadership competencies. These competencies have been divided into five areas; self-awareness, self-management, social-awareness, relationship-management, and business savvy. Under each of these areas are specific competency descriptors intended to help you understand the skills and behaviours you are expected to demonstrate in your leadership position.

This tool has been designed for you to assess yourself and your leadership skills so that you can identify what actions you need to take to develop as an exceptional leader. To get the most value from this tool you will need to be honest with your response.

Instructions: Please rate yourself according to how consistently you demonstrate the described competencies and behaviours:

Never	Not very often	Some of the time	More often than not	Most of the time	All of the time
1	2	3	4	5	6

Descriptor	Rating	Notes to assist development
Self-Awareness: <i>Knowing one's internal states, preferences, resources, and intuitions.</i>		
Emotional self-awareness: Recognizing one's emotions and their effects and impacts; using “gut sense” to guide decisions. ○ Leaders high in emotional self awareness are attuned to their inner signals, recognising how their feelings affect them and their job performance. They are attuned to their guiding values and can often intuit the best course of action, seeing the big picture in a complex situation. Emotionally self-aware leaders can be candid and authentic, able to speak openly about their emotions or with conviction about their guiding vision.		
Accurate self-assessment: Knowing one's strengths and limits. ○ Leaders with high self-awareness typically know their limitations and strengths, and exhibit a sense of humour about themselves. They exhibit a gracefulness in learning where they need to improve, and welcome constructive criticism and feedback. Accurate self-assessment lets a leader know when to ask for help and where to focus in cultivating new leadership strengths.		
Self-confidence: A sound sense of one's self-worth and capabilities. ○ Knowing their abilities with accuracy allows leaders to play to their strengths. Self-confident leaders can welcome difficult assignment. Such leaders often have a sense of presence, a self-assurance that lets them stand out in a group.		

Leadership Skills Assessment Worksheet

Self-Management: <i>Managing ones' internal states, impulses, and resources.</i>	Rating	Comments
<p>Emotional self-control: Keeping disruptive emotions and impulses under control.</p> <ul style="list-style-type: none"> ○ Leaders with emotional self-control find ways to manage their disturbing emotions and impulses, and even to channel them in useful ways. A hallmark of self-control is the leader who stays calm and clear-headed under high stress or during a crisis – or who remains unflappable even when confronted by a trying situation. 		
<p>Transparency: Displaying honesty and integrity; trustworthiness, acting congruently with one's values.</p> <ul style="list-style-type: none"> ○ Leaders who are transparent live their values. Transparency – an authentic openness to others about one's feelings, beliefs, and actions – allows integrity. Such leaders openly admit mistakes or faults, and confront unethical behaviour in others rather than turn a blind eye. 		
<p>Adaptability: Flexibility in adapting to changing situations or overcoming obstacles.</p> <ul style="list-style-type: none"> ○ Leaders who are adaptable can juggle multiple demands without losing their focus or energy, and are comfortable with the inevitable ambiguities of organisational life. Such leaders can be flexible in adapting to new challenges, nimble in adjusting to fluid change, an limber in their thinking in the face of new data or realities. 		
<p>Achievement orientation: The drive to improve performance to meet a standard of excellence.</p> <ul style="list-style-type: none"> ○ Leaders with strength in achievement have high personal standards that drive them to constantly seek performance improvements – both for themselves and those they lead. They are pragmatic, setting measurable but challenging goals, and are able to calculate risk so that their goals are worthy but attainable. A hallmark of achievement is in continually learnin, and teaching, ways to do better. 		
<p>Initiative: Readiness to act on and seize opportunities. Challenges existing systems & processes.</p> <ul style="list-style-type: none"> ○ Leaders who have a sense of worth – that they have what it takes to control their own destiny – excel in initiative. They seize opportunities – or create them – rather than simply waiting. Such a leader does not hesitate to cut through red tape, or even bend the rules, when necessary to create better possibilities for a future. 		
<p>Optimism: Seeing the upside in events and having the persistence to pursue goals despite obstacles and setbacks.</p> <ul style="list-style-type: none"> ○ A leader who is optimistic can roll with the punches, seeing an opportunity rather than a threat in a setback. Such leaders see others positively, expecting the best of them. And their “glass half-full” outlook leads them to expect that changes in the future will be for the better. 		

Leadership Skills Assessment Worksheet

Social Awareness: Awareness of others' feelings, needs, and concerns.	<i>Rating</i>	<i>Comments</i>
<p>Empathy: Sensing others' feelings, emotions, and perspectives, and taking an active interest in their concerns.</p> <ul style="list-style-type: none"> ○ Leaders with empathy are able to attune to a wide range of emotional signals, letting them sense the felt, but unspoken, emotions in a person or group. Such leaders listen attentively and can grasp the other person's perspective. Empathy helps a leader to get along well with people of diverse backgrounds or from other cultures. 		
<p>Organizational awareness: Reading a group's emotional currents and power relationships, decision networks, and politics at the organisational level.</p> <ul style="list-style-type: none"> ○ A leader with a keen social awareness can be politically astute, able to detect crucial social networks and read key power relationships. Such leaders can understand the political forces at work in an organisation, as well as the guiding values and unspoken rules that operate among people there. 		
<p>Service orientation: Anticipating, recognizing, and meeting follower, client and customers' needs.</p> <ul style="list-style-type: none"> ○ Leaders high in the service competence foster an emotional climate so that people directly in touch with the customer or client will keep the relationship on the right track. Such leaders monitor customer or client satisfaction carefully to ensure they are getting what they need. They also make themselves available as needed. 		

Relationship Management: Adeptness at inducing desirable responses in others.	<i>Rating</i>	<i>Comments</i>
<p>Developing others: Sensing others' development needs and building/growing their abilities through feedback and guidance.</p> <ul style="list-style-type: none"> ○ Leaders who are adept at cultivating people's abilities show a genuine interest in those they are helping along, understanding their goals, strengths, and weaknesses. Such leaders can give timely and constructive feedback and are natural mentors or coaches. 		
<p>Inspirational leadership: Inspiring and guiding individuals and groups with a compelling vision.</p> <ul style="list-style-type: none"> ○ Leaders who inspire both create resonance and move people with their compelling vision or shared mission. Such leaders embody what they ask of others, and are able to articulate a shared mission in a way that inspires others to follow. They offer a sense of common purpose beyond the day-to-day tasks, making work exciting and rewarding. 		
<p>Influence: Wielding effective tactics for persuasion.</p> <ul style="list-style-type: none"> ○ Indicators of a leader's powers or influence range from finding just the right appeal for a given listener to knowing how to build buy-in from key people and a network of support for an initiative. Leaders adept in influence are persuasive and engaging when they address a group. 		

Leadership Skills Assessment Worksheet

Relationship Management: <i>Adeptness at inducing desirable responses in others.</i>	Rating	Comments
<p>Change catalyst: Initiating, managing and leading in a new direction.</p> <ul style="list-style-type: none"> ○ Leaders who can catalyse change are able to recognise the need for the change, challenge the status quo, and champion the new order. They can be strong advocates for the change even in the face of opposition, making the argument for it compellingly. They also find practical ways to overcome barriers to change. 		
<p>Conflict management: Negotiating and resolving disagreements</p> <ul style="list-style-type: none"> ○ Leaders who manage conflicts best are able to draw out all parties, understand differing perspectives, and then find a common ideal that everyone can endorse. They surface the conflict, acknowledge the feelings and views of all sides, and then redirect the energy towards a shared ideal. 		
<p>Teamwork & collaboration: Working with others toward shared goals. Creating group synergy in pursuing collective goals.</p> <ul style="list-style-type: none"> ○ Leaders who are able team players generate an atmosphere of friendly collegiality and are themselves models of respect, helpfulness, and cooperation. They draw others into active, enthusiastic commitment to the collective effort, and build spirit and identity. They spend time forging and cementing close relationship beyond mere work obligations. 		

Business Savvy: <i>Switched on to the business and runs it as if it were their own.</i>	Rating	Comments
<p>Business Acumen: Knows how the business works.</p> <ul style="list-style-type: none"> ○ Leaders who have and are business savvy are knowledgeable in current and possible future policies, practices, trends and information affecting the business and the organisation. They know who the competition are and are aware how strategies and tactics work in the marketplace. 		
<p>Strategically aligned: Has broad knowledge and perspective. Is future oriented</p> <ul style="list-style-type: none"> ○ Leaders who are strategically aligned see ahead clearly and can anticipate future consequences and trends accurately. They can articulately paint credible pictures and visions of possibilities and likelihood's, and create competitive and breakthrough strategies and plans. 		
<p>Drive for results: Relentless pursuit of the best business outcomes.</p> <ul style="list-style-type: none"> ○ Leaders who are bottom line orientated can be counted on to exceed goals successfully. They are constantly and consistently top performers, steadfastly pushing themselves and others for results. 		
<p>Perspective: Keeps issues and challenges in context while maintaining a balanced viewpoint.</p> <ul style="list-style-type: none"> ○ Leaders who are skilled in keeping perspective look toward the broadest possible view of an issue/challenge. They can easily pose future scenarios, think globally and can discuss multiple aspects and impacts of issues and project them into the future. They have broad ranging personal and business interests and pursuits. 		

Leadership Skills Assessment Worksheet

Business Savvy: Switched on to the business and runs it as if it were their own.	Rating	Comments
<p>Decision-making: Makes good decisions that stand the test of time.</p> <ul style="list-style-type: none"> ○ Leaders who make quality decisions apply a mixture of analysis, wisdom, experience and judgement to ensure that most of their solutions and suggestions turn out to be correct and accurate when judged over time. Others seek them out for advice and solutions. 		
<p>Priority setting: Spends time on what's important.</p> <ul style="list-style-type: none"> ○ Leaders who are adept at setting priorities spend their time and the time of others on what's important, quickly zeroing in on the critical few and putting the trivial many aside. They can quickly sense what will help or hinder accomplishing a goal and they actively eliminate roadblocks. Leaders who are good at priority setting create focus for others. 		
<p>Process management: Knows how to organise people and activities.</p> <ul style="list-style-type: none"> ○ Leaders who are adept at process management are good at figuring out the processes necessary to get things done, and they know how to organise people and activities to achieve the best results. They understand how to separate and combine tasks into efficient workflow, and they know what to measure and how to measure it. They can see opportunities for synergy and integration where others can't, and they can simplify complex processes. They generally get more out of fewer resources. 		

Overall Assessment:

Competency	Ass'mt	Comments/Justification
Self-Awareness: <i>Knowing one's internal states, preferences, resources, and intuitions.</i>		
Self-Management: <i>Managing ones' internal states, impulses, and resources.</i>		
Social Awareness: <i>Awareness of others' feelings, needs, and concerns.</i>		
Relationship Management: <i>Adeptness at inducing desirable responses in others.</i>		
Business Savvy: <i>Switched on to the business and runs it as if it were their own.</i>		

This worksheet was developed primarily based on the work of Daniel Goleman & Richard Boyatzis