

LEADERSHIP INVENTORY

Rate yourself on a five-point scale— “five” (5) being *highly effective* to “one” (1) being *highly ineffective*. If you wish, have someone else evaluate you in the second column.

- 5 *Highly Effective*
- 4 *Effective*
- 3 *Somewhat Effective*
- 2 *Not Very Effective*
- 1 *Not Effective*

Consider your own or your colleague’s effectiveness in the areas that follow.
How satisfied are you with the way he or she (or you) . . .

Building Partnerships	Your Rating	Another’s Rating
1. Embraces the value of diversity in people (including culture, race, sex, or age).		
2. Does not feel challenged by an effective staff or staff member.		
3. Treats co-workers as partners and valued colleagues.		
4. Has the ability to motivate staff.		
5. Keeps a riveting focus on the priorities of the organization.		
6. Unites the staff of the organization into an effective team.		
7. Develops a powerful <i>esprit de corps</i> throughout the staff.		
8. Is not negative or critical about a person in front of staff.		
9. Discourages destructive comments from staff about other people or groups in the organization.		
10. Builds effective collaboration with other organizations.		
11. Creates a network of relationships that helps to get things done.		
TOTAL:		

Sharing Leadership	Your Rating	Another's Rating
12. Willingly shares leadership with co-workers and colleagues.		
13. Encourages staff members to grow personally and professionally.		
14. Defers to others when they have more expertise.		
15. With others, strives to arrive at satisfactory outcomes.		
16. Creates an environment where people focus on the larger good of the organization.		
17. Doesn't get bogged down in details.		
18. Doesn't have to be hands-on for all that is going on.		
TOTAL:		

Creating a Shared Vision	Your Rating	Another's Rating
19. Creates and communicates a clear vision for the organization.		
20. Effectively involves people in decision making.		
21. Inspires people to work together to achieve a common vision.		
22. Develops an effective strategy to achieve the organization's vision.		
23. Clearly identifies priorities for the organization.		
24. Encourages long range strategic planning.		
TOTAL:		

Developing People	Your Rating	Another's Rating
25. Strives for excellence in personal performance and that of the staff.		
26. Consistently treats people with dignity.		
27. Asks staff what they need to do their work better.		
28. Provides staff what they need to do their work better.		
29. Ensures that people receive the training they need to succeed.		
30. Is an effective coach for the staff.		
31. Provides professional development feedback and evaluation in a timely manner.		
32. Provides effective recognition for the achievement of others.		
33. Not satisfied with mediocre work.		
34. Demanding but not unrealistic or unreasonable.		
35. Accessible and approachable.		
TOTAL:		

Empowering People	Your Rating	Another's Rating
36. Has a demeanor that inspires others.		
37. Builds confidence in staff members.		
38. Understands and demonstrates that the staff is the most important resource in the organization.		
39. Takes risks in letting others make decisions.		

40. Provides rewards for doing a good job.		
41. Gives people the freedom they need to do their job well.		
42. Hires staff who have strengths that he or she does not possess.		
43. Trusts people enough to let go (avoids micromanagement). Delegates freely.		
44. Provides public recognition for work well done.		
45. Demonstrates confidence in the staff.		
46. Helps staff reach their highest aspirations.		
TOTAL:		

Achieving Personal Mastery	Your Rating	Another's Rating
47. Reads for professional growth.		
48. Understands his or her own strengths and weaknesses.		
49. Maintains a positive attitude even in difficult times.		
50. Invests in ongoing personal development.		
51. Willing to share the credit.		
52. Good at "reading" people.		
53. Demonstrates effective emotional responses in a variety of situations.		
54. Is decisive in making decisions.		
55. Willing to make tough decisions and take the responsibility.		

56. Has an intuitive “feel” for making the right decisions.		
57. Willing to take the responsibility for a poor decision.		
58. Lives a balanced life: family, work, and play.		
59. Demonstrates self-confidence as a leader. Self-assured, but not cocky.		
60. Has an ability to focus on the task at hand.		
61. Is willing to say “no” when necessary.		
62. Displays high level of energy.		
63. Displays a passion and commitment for the organization and its mission.		
64. Has a presence that “fills a room”.		
TOTAL:		

Encouraging Constructive Dialogue	Your Rating	Another's Rating
65. Asks staff what he or she can do personally to improve.		
66. Listens to others.		
67. Accepts constructive feedback in a positive manner— not defensive.		
68. Strives to understand the other person's frame of reference.		
69. Encourages staff to challenge the <i>status quo</i> .		
TOTAL:		

Demonstrates Integrity	Your Rating	Another's Rating
70. Exemplifies integrity at all times in personal and professional life— through honesty, consistency, reliability, and discretion.		
71. Ensures that the highest standards for ethical behavior are practiced throughout the organization.		
72. Avoids self-serving behavior.		
73. Courageously stands up for what he or she believes in.		
74. Is a role model for living the organization's values.		
75. Leads by example.		
TOTAL:		

Leading Change	Your Rating	Another's Rating
76. Sees change as an opportunity, not a problem.		
77. Challenges the system when change is needed.		
78. Accepts new ideas from others.		
79. Increases the latest of technology in the organization to help increase productivity and effectiveness.		
80. Thrives in ambiguous situations.		
81. Is a creative person.		
82. Encourages creativity and innovation in others.		
83. Effectively transforms creative ideas into business and mission results for the organization.		

84. Demonstrates flexibility.		
85. Willing to challenge the status quo and old culture of the organization.		
TOTAL:		

Anticipates Opportunities	Your Rating	Another's Rating
86. Invests in learning about future trends.		
87. Effectively anticipates future opportunities.		
88. Inspires people to focus on future opportunities— not just tactical objectives.		
89. Develops ideas to meet the needs of the new environment.		
90. Makes certain the organization is vital and progressive.		
TOTAL:		

Ensuring Constituency Satisfaction	Your Rating	Another's Rating
91. Inspires the staff to achieve high levels of constituency satisfaction.		
92. Looks at everything from the ultimate perspective of the constituency.		
93. Regularly solicits input from constituencies.		
94. Consistently delivers on commitments to constituencies.		
95. Understands the many options available to his or her constituencies and how this affects the organization.		
TOTAL:		

Maintaining a Competitive Advantage	Your Rating	Another's Rating
96. Communicates a positive, "can do" sense or urgency toward getting a job done.		
97. Holds staff accountable for their results.		
98. Successfully eliminates waste and unneeded costs without compromising the organizations effectiveness.		
99. Provides products and services that help the organization have a clear competitive advantage.		
100. Achieves results that lead to long term success.		
TOTAL:		
GRAND TOTAL:		

KEY TO EVALUATION

Review the ratings in each Section. Determine where improvement may be necessary. Then total your entire score.

401 to 500	You are a highly effective leader. The organization is indeed fortunate to have you heading the operation.
301 to 400	You are quite effective. Work on those characteristics that need improvement.
201 to 300	You require improvement. Perhaps having a mentor or coach will be helpful. If you are intent on improvement, dedicate yourself to reading on the topic, attend relevant seminars, and seek counsel from others.
Below 200	You may be in the wrong slot. Perhaps another position, (one of importance but not leadership) may provide you with more fulfillment. After all, it should be fun.