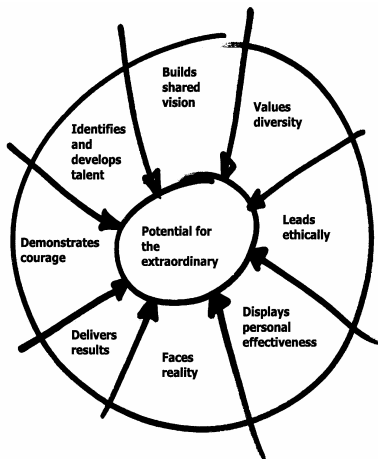


Leadership Development Programme

**LEADERSHIP
COMPETENCIES
SELF-ASSESSMENT**



Developed by:

Wayne Morris

Teachers College Diploma [Dist], Trained Teachers Certificate, Higher Diploma in Teaching, Certificate in Adult Learning, Cert. in Adult & Tertiary Educ., Cert. In Professional Leadership, Dip. Adult and Tertiary Educ., Cert. Quality Systems Auditing, B. Ed. [Voc. Ed & Training], Dip. Education [Guidance], PG Dip. Business & Admin [HR], NLP Practitioner



New Plymouth

New Zealand

+64 6 753 591

wayne@future-edge.co.nz

Copyright © 2006 Future Edge Ltd.

Permission is granted to use this tool for the purposes of self-assessment. This tool is offered free of charge . Please respect its use.

SELF-ASSESSMENT

The LEADING EDGE framework, with its eight leadership dimensions provides us with a common language and a basis for assessing and identifying the development needs of leaders.

This assessment tool has been developed so that we may better focus the development of leaders within the organisation, in a way that is consistent with the LEADING EDGE framework.

NAME OF LEADER BEING ASSESSED:

CONTACT DETAILS:

This self-assessment is a starting point to identify your leadership competencies – your strengths and your weaknesses.

It is deliberately designed to be a pen and paper exercise.

Self-assessment takes time to do well so give yourself the appropriate time and space for proper analysis and reflection.

Please complete the assessment grid and then provide specific examples of achievement in the space provided.

Use additional pages if you require them.

Please complete the following self-assessment as comprehensively as possible.

In particular I:

		Strongly agree	Agree	Unsure	Disagree	Strongly disagree
SV1	have built a shared vision with my team members					
SV2	make the vision meaningful for my team members and set related goals and targets					
SV3	inspire those around me to commit to, and follow the vision.					
SV4	ensure that long term goals are aligned to corporate aims and objectives					
SV5	have strategic thinking as a key skill in my toolkit					
SV6	am involved in discussing future challenges for my department / function / organisation.					

Please provide specific examples that support your self-assessment.

In particular I:

		Strongly agree	Agree	Unsure	Disagree	Strongly disagree
VD1	seek and utilise diverse inputs and people to achieve desired results					
VD2	encourage different perspectives and actively seek challenges to my own opinions					
VD3	welcome creative tension arising from working with people who have different approaches					
VD4	am culturally aware and create a culturally safe environment					
VD5	am able to 'let go' or modify some of my own ideas / opinions based on the input from others					
VD6	treat people as equals while recognising difference					

Please provide specific examples that support your self-assessment.

In particular I:

		Strongly agree	Agree	Unsure	Disagree	Strongly disagree
LE1	am able to articulate personal values					
LE2	demonstrate behaviour that is congruent with personal and organisational values					
LE3	take into account ethical issues when making decisions					
LE4	challenge unethical behaviour in others					
LE5	am honest in dealing with people					
LE6	influence ethically					

Please provide specific examples that support your self-assessment.

In particular I:

		Strongly agree	Agree	Unsure	Disagree	Strongly disagree
PE1	display self-confidence appropriate to differing situations					
PE2	have drive, resilience, genuineness, openness and self-awareness					
PE3	leverage interpersonal sensitivity to influence others					
PE4	successfully manage uncertainty and ambiguity					
PE5	display high levels of self-management – time, stress etc					
PE6	understand implications beyond the immediate yet maintain a focus and bias for action					

Please provide specific examples that support your self-assessment.

In particular I:

		Strongly agree	Agree	Unsure	Disagree	Strongly disagree
FR1	have an in-depth grasp of the business environment leading to a robust sense of reality					
FR2	have a clear sense of my strengths and weaknesses and those of my team					
FR3	deliver objectives and targets identified in the business plan					
FR4	demonstrate sound budgetary and financial management within my sphere of influence					
FR5	implement ways to reduce costs and / or improve efficiencies					
FR6	demonstrate sound understanding of business systems appropriate to my business unit					

Please provide specific examples that support your self-assessment.

In particular I:

		Strongly agree	Agree	Unsure	Disagree	Strongly disagree
DR1	champion quality of service to meet / exceed external / internal customer needs					
DR2	establish and communicate high expectations and sense of urgency					
DR3	look for innovative ways to enhance the customer value proposition					
DR4	drive for delivery using effective measures of progress and management of resources					
DR5	support my team to achieve by removing organisational obstacles, finding resources and modifying systems and processes to ensure non-recurrence of problems					
DR6	delegate work and deliver targets through the contribution of others					

Please provide specific examples that support your self-assessment.

In particular I:

		Strongly agree	Agree	Unsure	Disagree	Strongly disagree
DC1	accept personal responsibility and accountability for results and behaviour					
DC2	demonstrate effective influencing, appropriate challenge, overcoming resistance and resolving conflict					
DC3	effectively create tension with current situation to move business unit forward					
DC4	create a culture that supports, encourages, challenges others to take risks, to look for improvement opportunities and champion innovative ideas					
DC5	am prepared to put a stake in the ground and offer my own position on issues					
DC6	am assertive					

Please provide specific examples that support your self-assessment.

In particular I:

		Strongly agree	Agree	Unsure	Disagree	Strongly disagree
DT1	create and tailor environments which maximises individual motivation and supports learning					
DT2	empower others					
DT3	attract and develop talent					
DT4	proactively look for opportunities to provide feedback which is timely and behaviourally based					
DT5	encourage a 'learning organisation' culture in which people admit to and learn from mistakes and adopt and build on other's solutions					
DT6	work with each team member to set his / her development plans					

Please provide specific examples that support your self-assessment.

**Please review your feedback and complete the following:
You may comment or make reference to feedback categories e.g.
more of DT2**

What do I need to continue doing?

What do I need to start doing?

What do I need to stop doing?

NEXT STEPS

Well, I've done my assessment. I have identified my strengths and weaknesses. I want to continue my development so what do I do next?

We are able to offer you a range of options to continue to develop your capability to lead.

1. To build a more comprehensive picture of your leadership competencies we can facilitate further assessment.
It is useful to get feedback from others. For a small fee we can let you have a tool [again a pen and paper tool and you know why that is important!!] that you can give to a range of others to see if your perceptions of your leadership capabilities are supported by others. You can analyse the information yourself or send the summary to us for comment.
2. Undertake a face to face LEADING EDGE development programme [you'll have to be in New Zealand for that unless you want us to come and work in your country!!]
3. Begin an on-line leadership coaching programme based specifically on your needs.

Contact:

wayne@future-edge.co.nz