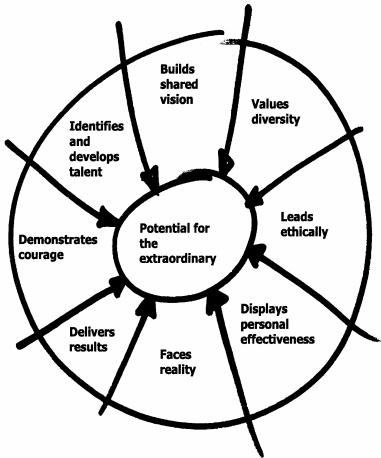


THE



# **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](mailto: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
<b>SV1</b>	have built a shared vision with my team members					
<b>SV2</b>	make the vision meaningful for my team members and set related goals and targets					
<b>SV3</b>	inspire those around me to commit to, and follow the vision.					
<b>SV4</b>	ensure that long term goals are aligned to corporate aims and objectives					
<b>SV5</b>	have strategic thinking as a key skill in my toolkit					
<b>SV6</b>	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
<b>VD1</b>	seek and utilise diverse inputs and people to achieve desired results					
<b>VD2</b>	encourage different perspectives and actively seek challenges to my own opinions					
<b>VD3</b>	welcome creative tension arising from working with people who have different approaches					
<b>VD4</b>	am culturally aware and create a culturally safe environment					
<b>VD5</b>	am able to 'let go' or modify some of my own ideas / opinions based on the input from others					
<b>VD6</b>	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
<b>LE1</b>	am able to articulate personal values					
<b>LE2</b>	demonstrate behaviour that is congruent with personal and organisational values					
<b>LE3</b>	take into account ethical issues when making decisions					
<b>LE4</b>	challenge unethical behaviour in others					
<b>LE5</b>	am honest in dealing with people					
<b>LE6</b>	influence ethically					

**Please provide specific examples that support your self-assessment.**

---

---

---

---

---

---

---

---

---

**In particular I:**

		Strongly agree	Agree	Unsure	Disagree	Strongly disagree
<b>PE1</b>	display self-confidence appropriate to differing situations					
<b>PE2</b>	have drive, resilience, genuineness, openness and self-awareness					
<b>PE3</b>	leverage interpersonal sensitivity to influence others					
<b>PE4</b>	successfully manage uncertainty and ambiguity					
<b>PE5</b>	display high levels of self-management – time, stress etc					
<b>PE6</b>	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
<b>FR1</b>	have an in-depth grasp of the business environment leading to a robust sense of reality					
<b>FR2</b>	have a clear sense of my strengths and weaknesses and those of my team					
<b>FR3</b>	deliver objectives and targets identified in the business plan					
<b>FR4</b>	demonstrate sound budgetary and financial management within my sphere of influence					
<b>FR5</b>	implement ways to reduce costs and / or improve efficiencies					
<b>FR6</b>	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
<b>DR1</b>	champion quality of service to meet / exceed external / internal customer needs					
<b>DR2</b>	establish and communicate high expectations and sense of urgency					
<b>DR3</b>	look for innovative ways to enhance the customer value proposition					
<b>DR4</b>	drive for delivery using effective measures of progress and management of resources					
<b>DR5</b>	support my team to achieve by removing organisational obstacles, finding resources and modifying systems and processes to ensure non-recurrence of problems					
<b>DR6</b>	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
<b>DC1</b>	accept personal responsibility and accountability for results and behaviour					
<b>DC2</b>	demonstrate effective influencing, appropriate challenge, overcoming resistance and resolving conflict					
<b>DC3</b>	effectively create tension with current situation to move business unit forward					
<b>DC4</b>	create a culture that supports, encourages, challenges others to take risks, to look for improvement opportunities and champion innovative ideas					
<b>DC5</b>	am prepared to put a stake in the ground and offer my own position on issues					
<b>DC6</b>	am assertive					

**Please provide specific examples that support your self-assessment.**

---

---

---

---

---

---

**In particular I:**

		Strongly agree	Agree	Unsure	Disagree	Strongly disagree
<b>DT1</b>	create and tailor environments which maximises individual motivation and supports learning					
<b>DT2</b>	empower others					
<b>DT3</b>	attract and develop talent					
<b>DT4</b>	proactively look for opportunities to provide feedback which is timely and behaviourally based					
<b>DT5</b>	encourage a 'learning organisation' culture in which people admit to and learn from mistakes and adopt and build on other's solutions					
<b>DT6</b>	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](mailto:wayne@future-edge.co.nz)