

## Self-Assessment: Leadership Behaviors

The purpose of this activity is to assess your leadership skills and priorities.

**Instructions:** Complete the questionnaire on the following screen, as follows.

Imagine that you have a finite amount of time and skill with which to lead your department or work group (which, by the way, you do).

- In **column one**, assess your current proficiency in the 15 leadership behaviors by rating yourself on a scale of 1 to 10 for each behavior, with 1 representing No Proficiency, and 10 representing Full Proficiency.
- In **column two**, estimate how much time you spend on each of the 15 behaviors by apportioning your sum total (100%) of actual time spent among the behaviors.
- In **column three**, assess where you **need** to be spending your time for your work group to excel. Again, apportion your sum total (100%) of where you should be spending your time among each of the 15 behaviors.

Columns two and three must total 100%, but not every individual item may have a number in it. In other words, if you feel you have no skill in an area, or devote no time to it, you will leave that box blank.

| Leadership Behaviors  | How proficient are you in this behavior?<br>Rate from 1 to 10:<br>1 = No Proficiency<br>10 = Full Proficiency | How much time do you spend on this behavior?<br>Estimate the numeric percentage of your time spent on each. | For your group to excel, how should you apportion your time?<br>Express the numeric percentage of time you should spend on each. |
|---|---|---|--|
| Plan for the future.  |   |   |  |
| Remain up to date with emerging issues and trends.                        |   |   |  |
| Communicate a sense of where the organization will be over the long term. |   |   |  |
| Foster commitment.  |   |   |  |
| Emphasize organizational values.  |   |   |  |
| Challenge people with new goals and aspirations.                          |   |   |  |
| Create a sense of excitement or urgency.                                  |   |   |  |
| Inspire people to take action.  |   |   |  |
| Manage the efficiency of operations.                                      |   |   |  |
| Evaluate proposed projects.   |   |   |  |
| Integrate conflicting perspectives and needs.                             |   |   |  |
| Manage performance.   |   |   |  |
| Focus on results.   |   |   |  |
| Solve problems.   |   |   |  |
| Influence operational decisions.  |   |   |  |
| <b>TOTALS</b>   | <b>N/A</b>  | <b>100%</b>   | <b>100%</b>  |

Adapted from *Deep Change: Discovering the Leader Within*, by Robert E. Quinn. San Francisco: Jossey-Bass: 1996 (p. 149).