

Leadership Assessment: Part 1

Leadership Level Characteristics

Put a check mark next to each statement that is true for you. At the first level where fewer than 8 statements are true for you, you may stop. That is the level on which you need to focus your development. Even if you complete this assessment and a later level shows 8 or more statements are true for you, your development needs at the lower level are your first development priority. Use the Leadership Assessment Tally to record your results.

Level 1

- 1-I don't have to remind the people who work for me that I am the leader.
- 2-I think of each person who works for me as an individual person, not just in terms of his or her function or role.
- 3-Most days, I look forward to going to work.
- 4-I recognize that the position I've been given is an opportunity to learn, not turf to be guarded.
- 5-The people who work for me are willing to do work above and beyond their job descriptions.
- 6-I know that dealing with people problems is a part of leadership and have accepted that as part of my job.
- 7-I possess the desire to learn more about leadership and become a better leader.
- 8-I think of my job in terms of work to be accomplished and give very little focus to career path and positions. I desire to achieve along the way.
- 9-One of my primary objectives is to assist the people who work for me.
- 10-Most people find it easy to work with me.

Total for Level 1 = _____

Level 2

- 1-People outside my department (area of responsibility) respect my opinions and frequently seek me out for advice.
- 2-I know my strengths and weaknesses and rarely get blindsided in my work.
- 3-I genuinely like most people and want to help them.
- 4-I am very consistent and even-tempered in my interaction with the people who work for me.
- 5-When I say something to people on my team, they always know they can count on it because I am trustworthy.
- 6-I have developed solid relationships with all of the people who work for me.
- 7-The people who work with me find me likable and pleasant nearly 100 percent of the time.
- 8-When I need to have a candid conversation with team members to correct errors or take care of problems, I follow through and don't allow too much time to go by.
- 9-I believe that employees desire more than just a fair day's pay for a fair day's work; most desire encouragement and I give it to them.
- 10-I have developed relationships with everyone who works for me.

Total for Level 2 = _____

Level 3

- 1-I consistently hit target and goals in my work.
- 2-Good people always want to work with me and my team.
- 3-People see me as an expert in my field and seek me out to learn from me.
- 4-I am constantly setting and achieving higher goals for myself even when my superiors don't set them for me.
- 5-My performance in my work often carries the team to a higher level.
- 6-I give my best to whatever I do.
- 7-I am comfortable with the idea that others are watching how I perform and follow my example.
- 8-I am known as a problem solver and I often get difficult tasks done.
- 9-My work is very consistent on a daily basis.
- 10-I have systems and routines that help me perform at a very high level.

Total for Level 3 = _____

Level 4

- 1-I schedule and follow through with training and development for all the members of my team on a regular, consistent basis.
- 2-When deadlines loom or work becomes urgent, we never cancel our training and development sessions.
- 3-I consistently take risks by giving people responsibilities and authority that will stretch them.
- 4-I spend a significant amount of time every month mentoring up-and-coming leaders.
- 5-I know very thoroughly the strengths and weaknesses of all the people I lead.
- 6-I individualize the way I train, develop, and mentor my people.
- 7-I spend the most strategic and significant mentoring time with the people who have the highest capacity, talent, and potential.
- 8-I have a history of moving people from position to position to help them find their fit.
- 9-I am continually giving people feedback, not just during formal reviews.
- 10-My team or department is considered by others to be the best trained (or one of the best) in the organization.

Total for Level 4 = _____

Level 5

- 1-I can name several specific people whom I have encouraged to speak hard truths to me and they do it regularly.
- 2-I am using my influence to instill values in my organization.
- 3-I (or a team of which I am apart) set the course of my organization.
- 4-I have developed many leaders who are developers of leaders.
- 5-I enjoy the interaction and friendship of a small circle of leaders with whom I am taking the leadership journey.
- 6-I am still at the top of my game and the positive impact I am making is strong.
- 7-I can name at least one person who would be ready to step in and take my place should I decide to leave my current position.
- 8-I have influence outside of my organization.
- 9-People from outside of m specific industry seek me out for leadership advice.
- 10-I am using my influence and resources for causes greater than myself or my organization.

Total for Level 5 = _____