

MANAGERIAL LEADERSHIP SELF-ASSESSMENT

Developed by Maureen Sullivan

Respond to each statement below with your first thought about how you most often act, not how you think you should or wish you would act. This is intended to help you clarify your strengths as a managerial leader and to aid you in the identification of any areas for your development.

As you read, begin each statement with "I..."

Communication	Seldom			Frequently	
Explain ideas and concepts so all can understand.	1	2	3	4	5
Listen carefully and pay attention to what others say.	1	2	3	4	5
Organize my thoughts and express them clearly.	1	2	3	4	5
Speak with confidence.	1	2	3	4	5
Understand, value and encourage transparency.	1	2	3	4	5
Write clearly and effectively	1	2	3	4	5

Professional Ethics

Accept responsibility for my actions and decisions.	1	2	3	4	5
Set a proper example for others to follow.	1	2	3	4	5
Demonstrate moral courage by acting on my beliefs.	1	2	3	4	5
Am open, honest, and direct with others.	1	2	3	4	5

Decision Making

Know when to decide myself and when to delegate.	1	2	3	4	5
Build commitment for the decisions I make.	1	2	3	4	5
Include others in decisions that affect them.	1	2	3	4	5
Gather the information necessary.	1	2	3	4	5
Anticipate the impact of a decision on others.	1	2	3	4	5
Establish criteria for solutions	1	2	3	4	5

Planning

	Seldom			Frequently	
Set clear goals and priorities.	1	2	3	4	5
Develop and follow action plans to achieve goals.	1	2	3	4	5
Involve others in planning and implementation.	1	2	3	4	5
Am flexible and adapt course of action when necessary.	1	2	3	4	5
Develop contingency plans	1	2	3	4	5
Integrate budget into the planning process	1	2	3	4	5

Solving Problems

Embrace problems and seek to resolve them.	1	2	3	4	5
Know and use tools and techniques for problem analysis and resolution.	1	2	3	4	5
Identify alternative courses of action and analyze them to determine the best approach.	1	2	3	4	5
Focus on solving problems, not fixing blame.	1	2	3	4	5

Entrepreneurship

Seek innovative approaches.	1	2	3	4	5
Seek to learn from the "best practices" of others	1	2	3	4	5
Continually monitor work processes to identify ways to improve them.	1	2	3	4	5
Propose new programs and activities.	1	2	3	4	5

Team Building

Foster collaboration and expect participation in group work.	1	2	3	4	5
Guide the work to enable each member to contribute his or her personal best.	1	2	3	4	5
Am an effective facilitator of group process.	1	2	3	4	5
Create group synergy that enables the team to achieve effective results.	1	2	3	4	5
Gain consensus from a diverse group.	1	2	3	4	5

Coaching

Seldom

Frequently

Understand and accept my responsibility to coach and help others develop.

1 2 3 4 5

Demonstrate the patience and concern necessary to be an effective coach.

1 2 3 4 5

Clearly state performance expectations.

1 2 3 4 5

Hold others accountable for meeting these performance expectations.

1 2 3 4 5

Leading Change

Monitor trends and developments to identify changes needed.

1 2 3 4 5

Build commitment to change by informing and involving others.

1 2 3 4 5

Experiment and try new approaches.

1 2 3 4 5

Encourage others to experiment and try new approaches.

1 2 3 4 5

Motivation

Strive to improve and achieve excellence.

1 2 3 4 5

Am ready to act on opportunities.

1 2 3 4 5

Am optimistic and persistent in the pursuit of goals despite obstacles and setbacks.

1 2 3 4 5

Empathy

Am sensitive to the feelings and needs of others.

1 2 3 4 5

Understand others' feelings and perspectives.

1 2 3 4 5

Am good at sensing emotional currents and the underlying dynamics in relationships.

1 2 3 4 5

Understand what motivates others from different Backgrounds.

1 2 3 4 5

Social Skills**Seldom****Frequently**

Am adept at influencing and persuading others.	1	2	3	4	5
Have established effective relationships with my colleagues and have a supportive social network.	1	2	3	4	5
Negotiate and resolve disagreements.	1	2	3	4	5
Work with others toward shared goals.	1	2	3	4	5

Self-Awareness and Regulation

Manage my own emotions well.	1	2	3	4	5
Gain and keep the trust of others.	1	2	3	4	5
Take responsibility for my performance.	1	2	3	4	5
Am flexible and adaptable.	1	2	3	4	5
Know my strengths and capitalize on them.	1	2	3	4	5

Supervision

Give clear and concise directions.	1	2	3	4	5
Do not micromanage or oversupervise.	1	2	3	4	5
Do not undersupervise or give too little guidance.	1	2	3	4	5
Interact with those who report to me as much as needed.	1	2	3	4	5
Plan and delegate work appropriately.	1	2	3	4	5

Review your choices to identify:**Areas of Strength:****Possible Areas for Development:**