

16 CHAPTER 1 • The Nature of Leadership

THE GROSSMAN & VALIGA LEADERSHIP CHARACTERISTICS AND SKILLS ASSESSMENT

Directions: Part 1 lists statements that are useful in determining a person's perception of what makes a good leader. Part 2 lists skills that are useful in determining a person's ability to lead. Answer "SA" to those statements with which you Strongly Agree and "A" to those statements with which you Agree. Answer "D" to those statements with which you Disagree and "SD" to those statements with which you Strongly Disagree.

Part 1				
	STATEMENT	SA	A	D SD
1	Leaders are very creative.			D
2	The most important goal of a leader is to be sure the job gets done.	SA		
3	Leaders should focus on people, not on the system.		A	
4	One does not need to be in a position of authority to be a leader.		A	
5	Credibility is an important characteristic of a leader.	SA		
6	Leaders tend to be people with high energy who are passionate about their work.	SA		
7	Leaders focus more on being creative than on accomplishing their vision or goal(s).			D
8	Persistence is a trademark of an effective leader.	SA		
9	Leaders are committed to their vision and tend not to adapt to change well.			SD
10	Leaders are good at empowering others to grow.	SA		
11	It is important for leaders to have a dream and to be future-oriented.	SA		
12	A person's ability to lead in a professional setting depends on his or her self-esteem.			SD
13	A leader's style of leading is determined by the situation and/or task at hand.		A	
14	A good leader must have integrity.	SA		
15	Leaders mentor others to assist them in pursuing their dreams.		A	
16	Leadership is a quality one is born with, and it cannot be acquired.			SD
17	Good leaders help others to resolve conflict.		A	
18	One does not need to be an excellent critical thinker in order to be a great leader.			D
19	A good leader should have excellent communication skills.	SA		
20	Leaders always follow the rules.		A	

Part 2				
	STATEMENT	SA	A	D SD
1	I value integrity higher than power.	(4)	3	0 0
2	People tend to think I have the ability to influence others.	4	(3)	0 0
3	I feel confident about my knowledge base and skills, given my years of experience.	4	(3)	0 0
4	I have a definite dream for where I want to be in my profession.	(4)	3	3 4
5	I have mentored another person and found the experience rewarding.	4	(3)	0 0
6	Change usually makes me feel nervous, and I tend to lose my self-confidence.	4	3	0 (0)
7	I feel energized taking risks unless they are life threatening.	4	3	(0) 0
8	I do not feel confident calling a physician about my patient's status.	(0)	0	3 (4)
9	When I experience conflict, I usually give in and accommodate the other person.	0	(0)	3 4
10	I feel I do make a difference as a nurse and plan to continue to do so.	(4)	3	0 0
11	Since I am only a nurse, I am not responsible for patient care errors.	0	0	3 (4)
12	I often follow others when I am not sure what to do about something.	0	0	(3) 4
13	I notice I agree with others easily unless the issue is very dear to my heart.	4	(3)	3 4
14	I attempt to empower ancillary workers because I find the team spirit is enhanced.	(4)	3	0 0
15	Personally, I do not really have a vision as to where I plan to be in a few years.	4	3	2 (2)
16	I enjoy conflict and rarely compromise my needs.	4	3	0 (0)
17	I am an autonomous person.	4	3	(0) 0
18	I have been told I am extremely reliable and dependable.	(4)	3	0 0
19	I have great passion for my nursing career.	(4)	3	0 0
20	It is important to me to think about and plan for the future.	(4)	3	0 0

Part 2: Perception of your own ability to lead

Add up your score for Part 2. Here's what the scores indicate:

70 to 80 = Extremely high perceived leadership ability.

60 to 69 = High perceived leadership ability.

50 to 59 = Moderate perceived leadership ability. (4)

40 to 49 = Low perceived leadership ability.

39 or less = Extremely low perceived leadership ability.

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Moderate perceived leadership ability

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Scoring. Assign the number shown in the box below to the response you gave to each question in Part 1 and each question in Part 2.

Part 1					
	STATEMENT	SA	A	D	SD
1	Leaders are very creative.	4	3	0	0
2	The most important goal of a leader is to be sure the job gets done.	4	3	2	1
3	Leaders should focus on people, not on the system.	4	3	2	1
4	One does not need to be in a position of authority to be a leader.	4	3	0	0
5	Credibility is an important characteristic of a leader.	4	3	0	0
6	Leaders tend to be people with high energy who are passionate about their work.	4	3	0	0
7	Leaders focus more on being creative than on accomplishing their vision or goal(s).	4	3	3	4
8	Persistence is a trademark of an effective leader.	1	2	3	4
9	Leaders are committed to their vision and tend not to adapt to change well.	0	0	3	4
10	Leaders are good at empowering others to grow.	4	3	0	0
11	It is important for leaders to have a dream and to be future oriented.	4	3	0	0
12	A person's ability to lead in a professional setting depends on his or her self-esteem.	4	3	0	0
13	A leader's style of leading is determined by the situation and/or task at hand.	4	3	0	4
14	A good leader must have integrity.	4	3	2	1
15	Leaders mentor others to assist them in pursuing their dreams.	4	3	0	0
16	Leadership is a quality one is born with, and it cannot be acquired.	0	0	3	4
17	Good leaders help others to resolve conflict.	4	3	2	1
18	One does not need to be an excellent critical thinker in order to be a great leader.	0	0	3	4
19	A good leader should have excellent communication skills.	4	3	0	0
20	Leaders always follow the rules.	0	0	3	4

Interpretation of Scores

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Part 1: Perception of what makes a good leader

Add up your score for Part 1. Here's what the scores indicate:

70 to 80 = Excellent perception of a good leader.

60 to 69 = Good perception of a good leader.

50 to 59 = Probably mixing up the difference between management and leadership. ✓

40 to 49 = Definitely mixing up the difference between management and leadership.

39 or less = Need to do some reading on what good leadership is.

Part 2					
	STATEMENT	SA	A	D	SD
1	I value integrity higher than power.	✓			
2	People tend to think I have the ability to influence others.		✓		
3	I feel confident about my knowledge base and skills, given my years of experience.		✓		
4	I have a definite dream for where I want to be in my profession.	✓			
5	I have mentored another person and found the experience rewarding.	✓			
6	Change usually makes me feel nervous, and I tend to lose my self-confidence.			✓	
7	I feel energized taking risks unless they are life threatening.			✓	
8	I do not feel confident calling a physician about my patient's status.				✓
9	When I experience conflict, I usually give in and accommodate the other person.		✓		
10	I feel I do make a difference as a nurse and plan to continue to do so.		✓		
11	Since I am only a nurse, I am not responsible for patient care errors.				✓
12	I often follow others when I am not sure what to do about something.			✓	
13	I notice I agree with others easily unless the issue is very dear to my heart.		✓		
14	I attempt to empower ancillary workers because I find the team spirit is enhanced.	✓			
15	Personally, I do not really have a vision as to where I plan to be in a few years.				✓
16	I enjoy conflict and rarely compromise my needs.				✓
17	I am an autonomous person.		✓		
18	I have been told I am extremely reliable and dependable.		✓		
19	I have great passion for my nursing career.	✓			
20	It is important to me to think about and plan for the future.	✓			