

Exercise 4-1 Leadership Assessment¹⁵

The following 20 practices cluster into four distinct areas that correlate positively with leadership effectiveness. Using a scale from 1 to 10 (1 is low; 10 is high), evaluate yourself (or a leader you know) on each practice in the following four areas.

Getting the Facts

The effective leader gains insight into the realities of the world and into him- or herself. This process includes getting the facts and interpreting conditions affecting the group. Rate each item separately (from 1 to 10).

1. Determining the facts by seeking information from as many sources as possible—library, field, lab, and so on. _____
2. Learning the challenges facing the group, including internal strengths and weaknesses, as well as external opportunities and threats for meeting these challenges. _____
3. Knowing the capabilities and motivations of the individuals in the group. _____
4. Analyzing how well the members of the group work together. _____
5. Knowing the leader's own capabilities and motivations. _____

Add your ratings and divide by 5 for an overall score on *getting the facts*. Circle that score on the scale below.

1 2 3 4 5 6 7 8 9 10

Creating a Vision

The effective leader develops a vision and a strategy to give meaning to the group's work, thus providing purpose and clarity of direction. Rate each item separately (from 1 to 10).

1. Standing up for what is important, including basic principles or core values. _____
2. Involving the right people in developing the group's vision and strategy. _____
3. Creating a clear and positive picture of the future of the group. _____
4. Developing a strategy for the success of the group, including clarity of individual and group assignments. _____
5. Adjusting plans and actions as necessary based on changing conditions. _____

Add your ratings and divide by 5 for an overall score on *creating a vision*. Circle that score on the scale below.

1 2 3 4 5 6 7 8 9 10

Motivating People

The effective leader is a motivator, possessing the ability to mobilize individuals with different ideas, skills, and values to achieve a common mission. Rate each item separately (from 1 to 10).

1. Appealing to people's hearts and minds to accomplish a worthy endeavor. _____
2. Communicating clearly the high standards and performance results expected from others. _____
3. Demonstrating concern for members of the group. _____
4. Showing confidence in the abilities of others. _____
5. Letting people know how they are progressing toward the group's goals, including giving recognition when milestones are reached. _____

Add your ratings and divide by 5 for an overall score on *motivating people*. Circle that score on the scale below.

1 2 3 4 5 6 7 8 9 10

Empowering Others

The effective leader has the ability to increase effectiveness by sharing power, thus igniting the energy and liberating the talent of the group. Rate each item separately (from 1 to 10).

1. Recognizing the contributions of others, for example, through performance awards, letters of commendation, and personal appreciation. _____
2. Promoting the development of people's abilities, by providing training and challenging assignments. _____
3. Enabling others to feel and act like leaders. _____
4. Stimulating others' thinking and creativity by soliciting suggestions and ideas. _____
5. Building enthusiasm about projects and assignments, especially through personal involvement. _____

Add your ratings and divide by 5 for an overall score on *empowering others*. Circle that score on the scale below.

1 2 3 4 5 6 7 8 9 10

Scoring and Interpretation:

Add the overall scores for all four areas to determine your leadership effectiveness.

Total Score	Evaluation
37–40	Excellent; your leadership effectiveness is outstanding.
28–36	Very good; your effectiveness as a leader is high.
17–27	Average; you are neither high nor low in your overall leadership effectiveness.
8–16	Below average; your effectiveness as a leader is low.
4–7	Failing; much work is needed to improve.

A useful exercise is for the leader to compare his or her self-evaluation on the leadership assessment with the evaluations of constituents or colleagues. Points of agreement and disagreement can be explored, and actions can be taken to improve as needed.