

# Leadership Self Assessment

Complete this confidential self-assessment to review your use of the leadership competencies expected of executives. Use the results to create goals for your Executive Development Plan (EDP). Alternatively, you may also ask your manager to rate you, then compare ratings and discuss.

**Instructions:** Please rate the extent to which you currently demonstrate each of the following, using this scale  
**1 = low      2 = medium      3 = high**

## EXECUTIVE CORE QUALIFICATION (ECQ) 1: LEADING CHANGE

**1 = low      2 = medium      3 = high**

1	2	3
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### Creativity and Innovation

1. Develops new insights into situations
2. Questions conventional approaches
3. Encourages new ideas and innovations
4. Designs and implements new or cutting edge programs/processes


### External Awareness

1. Understands and keeps up to date on local, national, and international policies and trends that affect the organization and shape stakeholder's views.
2. Is aware of the organization's impact on the external environment


### Flexibility

1. Is open to change and new information
2. Rapidly adapts to new information, changing conditions, or unexpected obstacles


### Resilience

1. Deals effectively with pressure
2. Remains optimistic and persistent, even under adversity
3. Recovers quickly from setbacks


### Strategic Thinking

1. Formulates objectives and priorities, and implements plans consistent with long-term interests of the organization in a global environment
2. Capitalizes on opportunities and manages risks


### Vision

1. Takes a long-term view and builds a shared vision with others
2. Acts as a catalyst for organizational change
3. Influences others to translate vision into action


### HOW IMPORTANT IS YOUR ABILITY TO LEAD CHANGE?

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**EXECUTIVE CORE QUALIFICATION (ECQ) 2: LEADING PEOPLE**

1 = low      2 = medium      3 = high

1	2	3
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**Conflict Management**

- 1. Encourages creative tension and differences of opinions
- 2. Anticipates and takes steps to prevent counterproductive confrontations
- 3. Manages and resolves conflicts and disagreements in a constructive manner


**Leveraging Diversity**

- 1. Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization

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**Developing Others**

- 1. Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods

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**Team Building**

- 1. Inspires and fosters team commitment, spirit, pride, and trust
- 2. Facilitates cooperation and motivates team members to accomplish group goals


**HOW IMPORTANT IS YOUR ABILITY TO LEAD PEOPLE?**

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**EXECUTIVE CORE QUALIFICATION (ECQ) 3: RESULTS DRIVEN**

1 = low      2 = medium      3 = high

1	2	3
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**Accountability**

- 1. Holds self and others accountable for measurable high-quality, timely, and cost-effective results
- 2. Determines objectives, sets priorities, and delegates work
- 3. Accepts responsibility for mistakes
- 4. Complies with established control systems and rules


**Customer Service**

- 1. Anticipates and meets the needs of both internal and external customers
- 2. Delivers high-quality products and services
- 3. Is committed to continuous improvement


**Decisiveness**

- 1. Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences
- 2. Perceives the impact and implications of decisions


**Entrepreneurship**

- 1. Positions the organization for future success by identifying new opportunities
- 2. Builds the organization by developing or improving products or services
- 3. Takes calculated risks to accomplish organizational objectives


**Problem Solving**

- 1. Identifies and analyzes problems
- 2. Weighs relevance and accuracy of information
- 3. Generates and evaluates alternative solutions
- 4. Makes recommendations


**Technical Credibility**

- 1. Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise

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**HOW IMPORTANT IS YOUR ABILITY TO BE RESULTS DRIVEN?**

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**EXECUTIVE CORE QUALIFICATION (ECQ) 4: BUSINESS ACUMEN**

1 = low      2 = medium      3 = high

1	2	3
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**Financial Management**

- 1. Understands the organization's financial processes
- 2. Prepares, justifies, and administers the program budget
- 3. Oversees procurement and contracting to achieve desired results
- 4. Monitors expenditures and uses cost-benefit thinking to set priorities


**Human Capital Management**

- 1. Builds and manages the workforce based on organizational goals, budget considerations, and staffing needs
- 2. Ensures that employees are appropriately recruited, selected, appraised and rewarded
- 3. Takes action to address performance problems
- 4. Manages a multi-sector workforce and a variety of work situations


**Technology Management**

- 1. Keeps up-to-date on technological developments
- 2. Makes effective use of technology to achieve results
- 3. Ensures access to and security of technology systems


**HOW IMPORTANT IS YOUR BUSINESS ACUMEN CAPABILITY?**

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**EXECUTIVE CORE QUALIFICATION (ECQ) 5: BUILDING COALITIONS**

1 = low      2 = medium      3 = high

1	2	3
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**Partnering**

1. Develops networks and builds alliances
2. Collaborates across boundaries to build strategic relationships and achieve common goals


**Political Savvy**

1. Identifies the internal and external politics that impact the work of the organization
2. Perceives organizational and political reality and acts accordingly


**Influencing/Negotiating**

1. Persuades others
2. Builds consensus through give and take
3. Gains cooperation from others to obtain information and accomplish goals


**HOW IMPORTANT IS YOUR ABILITY TO BUILD COALITIONS?**

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**How to interpret your results**

1. Identify the ECQs that you rated **most important** for you (look for ratings of “3” for the last question in each section).
2. Scan that section for items that would make a significant difference to your outcomes. These could be low-rated items that you want to develop, or high-rated items that you want to use more.
3. Use the selected items to formulate goal statements that will best support your professional development over the next year. For examples, see a [Sample EDP](#), [Sample Development Goals](#) and [25 Sample Activities](#).