

How Good Are Your Leadership Skills?

Scoring Sheet

Instructions:

Line the boxes below with the answer boxes of your questionnaire. Find the box you selected. Your score is directly to the left of the box. Write your score for each question on the line to the right. After all your scores are recorded, total the scores for all 18 questions at the bottom. Continue to complete the scores for each of the three trait areas.

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	My Score ____ #1
5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	My Score ____ #2
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	My Score ____ #3
5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	My Score ____ #4
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	My Score ____ #5
5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	My Score ____ #6
5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	My Score ____ #7
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	My Score ____ #8
5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	My Score ____ #9
5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	My Score ____ #10
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	My Score ____ #11
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	My Score ____ #12
5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	My Score ____ #13
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	My Score ____ #14
5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	My Score ____ #15
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	My Score ____ #16
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	My Score ____ #17
5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	My Score ____ #18
TOTAL _____					

PERSONAL CHARACTERISTICS

Self-Confidence

Total Score of Questions 2 + 8 = _____

Positive Attitude and Outlook

Total Score of Questions 10 + 17 = _____

EMOTIONAL INTELLIGENCE

Emotional Intelligence

Total Score of Questions 5 + 15 = _____

TRANSFORMATIONAL LEADERSHIP

Providing a Compelling Vision of the Future

Total Score of Questions 6 + 14 = _____

Motivating People to Deliver the Vision

Total Score of Questions 9 + 12 = _____

Being a Good Role Model

Total Score of Questions 4 + 11 = _____

Managing Performance Effectively

Total Score of Questions 3 + 13 = _____

Providing Support and Stimulation

Total Score of Questions 1 + 7 + 16 + 18 = _____

PERSONAL CHARACTERISTICS

Successful leaders tend to have certain traits. Two keys areas of personal growth and development are fundamental to leadership success: self-confidence, and a positive attitude. Self-confident people are usually inspiring, and people like to be around individuals who believe in themselves and what they're doing. Likewise, if you're a positive and optimistic person who tries to make the best of any situation, you'll find it much easier to motivate people to do their best.

Self-Confidence (Questions 2, 8)

Your score is _____ out of 10

Self-confidence is built by mastering significant skills and situations, and by knowing that you can add real value by the work you do. One of the best ways to improve your confidence is to become aware of all of the things you've already achieved.

Positive Attitude and Outlook (Questions 10, 17)

Your score is _____ out of 10

A positive mindset is also associated with strong leadership. However, being positive is much more than presenting a happy face to the world: you need to develop a strong sense of balance, and recognize that setbacks and problems happen – it's how you deal with those problems that makes the difference.

Positive people approach situations realistically, prepared to make the changes necessary to overcome a problem. Negative people, on the other hand, often give in to the stress and pressure of the situation. This can lead to fear, worry, distress, anger and failure.

Stress management techniques, including getting enough rest, relaxation and sleep as well as physical exercise, are great ways of getting rid of negative thoughts and feelings. Understanding your thinking patterns, and learning to identify and eliminate negative thinking are key.

EMOTIONAL INTELLIGENCE

Emotional Intelligence (Questions 5, 15)

Your score is _____ out of 10

The concept of emotional intelligence used to be referred to as "soft skills," "character", or even "communication skills". The more recent idea of Emotional Intelligence (EQ) offers a more precise understanding of a specific kind of human talent. EQ is the ability to recognize feelings – your own and those of others – and manage those emotions to create strong relationships.

Learning to develop Empathy is essential for emotional intelligence, as is communicating effectively, and practicing Empathic Listening. These all help you really understand the other person's perspective.

TRANSFORMATIONAL LEADERSHIP

Transformational leadership is a leadership style where leaders create an inspiring vision of the future, motivate their followers to achieve it, manage implementation successfully, and develop the members of their teams to be even more effective in the future.

Providing a Compelling Vision of the Future (Questions 6, 14) Your score is _____ out of 10

This is your ability to create a Vision of the Future, and to present this vision in a way that's compelling and inspiring to the people you lead.

The first part of being able to do this is having a thorough knowledge of the area you're operating in. This is referred to as your Expert Power.

From there, good use of strategic analysis techniques can help you gain the key insights you need into the environment you're operating in, and into the needs of your clients.

With these tools, you can identify the challenges you face and identify the options available to you. Good use of Prioritization Skills and Decision-Making Techniques will help you identify your best strategic options, and validate your chosen way forward.

Finally, to sell your vision, you need the ability to create a compelling and interesting story by using your Powers of Persuasion.

Motivating People to Deliver the Vision (Questions 9, 12) Your score is _____ out of 10

This is closely related to creating and selling a vision. You must be able to convince others to accept the objectives you've set. Emphasize teamwork, and recognize that when people work together, they can achieve great things. You must be able to provide effective leadership by linking performance and team goals. Ultimately, goal acceptance is about finding ways to motivate people.

Being a Good Role Model(Questions 4, 11)

Your score is _____ out of 10

Good leaders lead by example. They "do what they say," and "say what they do." These types of leaders are trustworthy, and show integrity. They get involved in the daily work where needed, and they stay in touch with what's happening throughout the organization. Great leaders don't just sit in their offices and give orders; they demonstrate the actions and values that they expect from the team.

As with building vision above, a key part of being a good role model is leading from the front by developing expert power. A leader can't rely on position alone: by keeping current, and staying relevant within the organization, you'll inspire people because you're worthy of your power and authority, not just because you're the boss.

Managing Performance Effectively (Questions 3, 13)

Your score is _____ out of 10

Effective leaders manage performance by setting their expectations clearly and concisely. When everyone knows what's expected, it's much easier to get high performance. There's little uncertainty, therefore you can deal with performance issues quickly.

As you create rules, help the team understand Why the Rules Are There. Involve them in the rule-making process, and make sure your expectations align with the resources and support available. Apply rules fairly and consistently.

Providing Support and Stimulation (Questions 1, 7, 16, 18) Your score is _____ out of 20

The last two dimensions of transformational leadership require you to commit to developing your people. To be highly motivated at work, people usually need more than a list of tasks to be completed each day. They need challenges and interesting work. They need to develop their skills, and feel supported in their efforts to do a good job.

Think about your approach to Task Allocation, and look for opportunities to match people with jobs and responsibilities that will help them grow and develop. Use Heron's Six Categories of Intervention to help you decide when and how to help team members for maximum effectiveness. Perform Training Needs Assessments on a regular basis to determine what your team needs to be successful. Remember that emotional support is also important. The Blake-Mouton Managerial Grid is a great tool for thinking about the right balance between concern for people, and productivity.

