

Do You Have the Core Capabilities for Leadership in Your Organization?

Please read each statement below and think about your performance over time in *your organization* as well as feedback you have received from bosses, peers, colleagues, or external stakeholders such as vendors, customers, and even competitors. Rate your level of skill from 1 to 5 using the following scale. **If your average score for any set of behaviors is 3 or greater, you might consider this as a core capability that you need to develop or acquire** (e.g., through a Spartans Leading Spartans consultation or workshop). If you are not sure how others might rate you, ask them.

This statement describes

1. One of my greatest strengths
2. Something I am good at
3. Something I can do but I need to improve a little
4. Something I can do but I need to improve a lot
5. Something I am really not able to do

Ability to Manage People

DELEGATE

Am adept at establishing and conveying a sense of purpose within the organization. _____

Am a team builder; bring people together successfully around tasks. _____

Recognize and reward people for their efforts. _____

Confront others skillfully. _____

Make good judgments about people. _____

Attract talented people. _____

Consider personalities when dealing with people. _____

Am patient with people as they learn. _____

Bring out the best in people. _____

Share challenging assignments and the opportunity to grow with members. _____

Make good use of people; don't exploit. _____

Am inspirational; help people to see the importance of what they are doing. _____

Am able to inspire, motivate people; spark others to take action. _____

Delegate tasks effectively. _____

TOTAL divided by 14 _____

Ability to Manage Action

INITIATE

Am action-oriented; press for immediate results. _____

Am decisive; don't procrastinate on decisions. _____

Am a troubleshooter; enjoy solving problems. _____

Can implement decisions, follow through, follow up well; am an expediter. _____

Can make decisions rapidly when speed and timing are paramount. _____

Can make good decisions under pressure with incomplete information. _____

Can modify plans in response to changing conditions. _____

Can create significant organizational change. _____

Can introduce needed change even in the face of opposition. _____

Manage the process of decision making effectively; know who to involve on what issue. _____

Am comfortable with the power of the managerial role. _____

TOTAL divided by 11 _____

Ability to Balance Competing Priorities

NEGOTIATE

- Carefully weigh consequences of contemplated action. _____
- Can organize and manage big, long-term projects; have good shepherding skills. _____
- Can translate strategy into action over the long haul. _____
- Build work and management systems that are self-monitoring and managed effectively by remote control. _____
- Establish effective management practices for directing members I see only twice a month. _____
- Negotiate adeptly with individuals and groups over roles and resources. _____
- Carry out negotiations with multiple risk factors and unknowns. _____
- TOTAL divided by 7 _____

Ability to Manage Information

REPRESENT

- Am crisp, clear, articulate. _____
- Am skillful in speaking to external agencies or individuals. _____
- Am a strong communicator. _____
- Can effectively represent organization interests at multiple levels of interaction in public and private sectors. _____
- Can effectively act as agent and advocate for the organization. _____
- Effectively represent the organization at social or civic functions. _____
- TOTAL divided by 6 _____

Ability to Cope with Pressure

CALM

- Am capable, cool in high-pressure situations. _____
- Can deal well with setbacks; resilient; bounce back from failure, defeat. _____
- Am optimistic; take the attitude that most problems can be solved. _____
- Use constructive outlets for tension and frustration. _____
- TOTAL divided by 4 _____

Ability to Relate Mission to Task At Hand

RELATE

- Am a good general manager. _____
- Am effective in a job with a big scope. _____
- Pick up knowledge and expertise easily in a new assignment. _____
- Understand our organization and how it works. _____
- Articulate group needs and expenses on organization allocation applications and budget reports. _____
- Assess community climate and use it to guide public relations and membership recruitment/intake. _____
- Am able to analyze and choose the best format for collaboration. _____
- Know when and how to call on the specialized expertise of others. _____
- TOTAL divided by 8 _____

Adapted from The Center for Creative Leadership (2000). 360 by design. In M. Daltan, C. Ernst, J. Deal, & J. Leslie (Eds.), *Success for the new global manager: What you need to know to work across distances, countries, and cultures* (pp. 94-98). San Francisco: Jossey-Bass.