STRENGTHS & WEAKNESSES ASSESSMENT

Notes:

- The Self-Assessment is an opportunity to get a snapshot of your leadership strengths and weaknesses.

- Although the Assessment is not a statistically valid and reliable instrument, it will give you meaningful information about yourself.

- The Assessment is "for your eyes only." It will be more valuable if you complete it with complete honesty. Obviously, you will perceive that you have many strengths. But, it's O.K. to have weaknesses. Even the greatest of great leaders have weaknesses!

- You will refer to the Assessment later in the course when you draft your development plan.

Directions for completing the Assessment

1. Read each of the 16 competencies.

2. Use the behaviors that define each competency to help you determine if the competency is a strength or a weakness.

3. "Strength" is a competency you generally do well, but can always improve.

4. A "weakness" is a competency in which you generally don't do well.

5. If you believe that the competency is a strength, circle one of the letters next to the competency under the strength column.

   S = Significant, M = Moderate.

6. If you believe that the competency is a weakness, circle one of the letters next to the competency under the weakness column.

   M = Moderate, S = Significant.

7. Remember! The only right answers are the answers that you believe are honest assessments of your leadership strengths and weaknesses.

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STRENGTH	COMPETENCIES	WEAKNESS
S M	**CHARACTER** 1. Displaying high integrity and honesty • Do not say one thing and do another • Follow through on promises and commitments • Lead by example • Have the trust and respect of co-workers • Honest and ethical when dealing with others— and in adverse circumstances	M S
S M S M	**PERSONAL CAPABILITY** 2. Technical and professional expertise • Demonstrate technical/functional and job specific knowledge required in my job • Sought out by others for advice and counsel • My knowledge and skills make a significant contribution toward achieving organizational goals • Use technical knowledge to help team members troubleshoot problems • Have developed credibility with teammates because of my in-depth knowledge of issues or problems 3. Solving problems and analyzing issues • Collect data from multiple sources when solving a problem • Require accurate and crucial information as a basis for sound organization-wide decisions • Systematically evaluate information by using a variety of proven methods and techniques • Encourage alternative approaches and new ideas • Coach others on how to analyze information to solve problems and make decisions	M S M S

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STRENGTH	COMPETENCIES	WEAKNESS
S M	4. Innovation • Consistently generate creative, resourceful solutions to problems • Champion ingenuity at all levels • Create a culture of innovation and learning that drives individual development throughout the department • Provide support and encouragement to others when they attempt to innovate-even when they fail • Build on other people's suggestions and ideas that often lead to new approaches and improvements	**M S**
S M	5. Practices self-development • Make constructive efforts to change and improve based on feedback from others • Constantly looks for developmental opportunities • Take ownership for my own development • Look for ways to build challenges in my current assignment • Learn from both success and failure/mistakes	**M S**
S M	**FOCUS ON RESULTS** 6. Drive for results • Pursue all assignments and projects to completion • Consistently meet or exceed commitments • Build commitment in others for their individual/ team objectives • Hold others accountable for achieving results • Lead or champion efforts that increase productivity and goal accomplishment throughout the organization	**M S**

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STRENGTH	COMPETENCIES	WEAKNESS
S M	**7.** Establish stretch goals • Maintain high standards of performance • Set measurable standards of excellence for self and others in the work group • Promote a spirit of continuous improvement • Generate confidence of others that goals will be achieved • Build commitment with all employees for team goals and objectives	M S
S M	**8.** Takes initiative • Can be counted on to follow through on commitments • Volunteer for challenging assignments • Independently address unexpected problems or opportunities • Use discretionary time to help others uncover opportunities or solve problems • Model proactive behaviors	M S
S M	**INTERPERSONAL SKILLS** **9.** Communicates powerfully and prolifically • Help people understand how their work contributes to broader business objectives • Use strong writing and verbal skills to communicate facts, figures, and ideas to others • Deliver effective presentations and speeches • Give clear, understandable instructions to employees/others • Break down communication barriers between others: teams, departments, and functions	M S

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STRENGTH	COMPETENCIES	WEAKNESS
S M	**10.** **Inspires and motivates others to high performance** • Skillfully persuade others so that it results in a commitment to ideas and/or actions • Assemble coalitions and/or build informal behind-the-scenes support for ideas • Employ a variety of motivational strategies to positively influence the behaviors of others • Demonstrate a win-win framework during negotiations/group decisions • Inspire others to support organizational priorities	M S
S M	**11.** **Builds relationships** • Trusted by work group members • Balance concern for productivity and results with sensitivity for employees' needs/problems • Approachable and friendly • Handle difficult situations constructively and tactfully • Maintain and utilize relationships outside the company to generate resources or information	M S
S M	**12.** **Develops others** • Act as a coach or mentor • Concerned about the development of others' careers • Gives individual an appropriate balance of positive and corrective performance feedback • Place a high priority on the development of others • Identify and sponsor developmental opportunities for others that help them gain wide exposure and experience	M S

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STRENGTH	COMPETENCIES	WEAKNESS
S M	**13.** Collaboration and teamwork • Have developed cooperative working relationships with others in the company • Ensure that the work unit works well with other groups and departments • Have the trust and respect of the team • Remove barriers to positive team performance • Proactively address conflicts and disagreements that affect team effectiveness	**M S**
S M	**LEADING ORGANIZATIONAL CHANGE** **14.** Developing strategic perspective • Demonstrate forward thinking about business issues • Propose initiatives that become part of the organization's strategic plan • Clarify vision, mission, values, and long-term goals for others • Explain to others how the changes in one part of the organization affect other organizational systems • Ensure that all systems in the organization are aligned toward achieving the overall strategic goals	**M S**
S M	**15.** Champions change • Effectively market my work groups' projects or programs • Energize others to want to change by pointing out the need for change • Help others overcome their resistance to change • Champion organizational change initiatives in a way that helps people understand, appreciate, and support them • Ensure that people understand the links between organizational change initiatives and the strategic business direction	**M S**

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STRENGTH	COMPETENCIES	WEAKNESS
S M	16. Connect internal groups with the outside world • Represent the work group to key groups outside the group/department • Help people understand how meeting customer needs is central to the mission and goals of the organization • Know how to deliver products or services that delight customers by meeting/exceeding their expectations • Use knowledge and feedback from external perspective to improve products and services • Translate first-hand knowledge of customers into organizational strategy, goals, and direction	**M S**

Complete the summary on the following pages.

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STRENGTHS & WEAKNESSES SUMMARY

Review the assessment and record the strengths and weaknesses you perceived as Significant or Moderate.

Significant Strengths

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Moderate Strengths

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Moderate Weaknesses

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Significant Weaknesses

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