	Poor	Below Average	Average	Above Average	Suprior	Not Applicable	
Scale	**1**	**2**	**3**	**4**	**5**	**NA**	

Personal Attributes							**Total**	**Comments**
Accepts and enjoys the role of leader							0	
Is a self-confident person							0	
Is self-motivated and self-directing							0	
Has a firm sense of commitment and purpose							0	
Is action oriented -- has a strong drive to accomplish and achieve							0	
Is a decisive person							0	
Is willing "to stand up and be counted" -- even with an unpopular view							0	
Is able to deal effectively with conflict							0	
Is a person of integrity							0	
Is continually learning, developing, and expanding	0	0	0	0	0	0	0	
	0	0	0	0	0		0.0	

Leader as Change Agent							**Total**	**Comments**
Can envision a new reality and aid in its translation into concrete terms							0	
Is able to abandon outmoded assumptions and to experiment with some alternative concepts							0	
Is a person who can make things happen							0	
Is able to shape and push an idea until it takes usable form							0	
Is able to get enough power to mobilize people and resources to initiate and implement an innovation							0	
Actively involves his or her people in planning for change							0	
Generates an attitude that change is normal							0	
Is able to gain acceptance of change with a minimum of resistance							0	
Seeks out and accepts criticism of his or her ideas							0	
Is able to create a pocket of excellence on his or her turf	0	0	0	0	0	0	0	
	0	0	0	0	0		0	

Clarifying the Values	**Total**	**Comments**

							Total	Comments
Serves as the focal point of the unit in translating organizational values into reality							0	
Demonstrates a clear understanding of the organization's value system							0	
Is able to articulate and breathe life into the organization's value system							0	
Communicates the organization's values in terms of specific statements on specific issues							0	
By communicating the organizational values, is able to provide employees with a "compass" and point them in the proper direction							0	
Makes decisions and acts in accord with the organization's value system							0	
Is faithful in adhering to the organization's value system							0	
Demonstrates consistency in action and words							0	
Rewards staff on the basis of their adherence to the organization's value system							0	
Is successful in translating the organization's values into reality that is manifest in the staff's daily behavior	0	0	0	0	0		0	
	0	0	0	0	0		0.0	

Creating the Vision

						Total	Comments
Demonstrates a good grasp of what the organizational unit is and how it is faring						0	
Demonstrates a good grasp of the goals and strategic plans of the larger organization						0	
Demonstrates an ability to focus on the critical issues						0	
Demonstrates an ability to think beyond the daily routine, to see a greater vision that ties day-to-day activities to future goals						0	
Demonstrates the ability to set a new direction for the organizational unit for which he or she is responsible						0	
Identifies an overarching goal that captures the unique thrust of his or her unit and provides common purpose						0	
Is able to attain a clear and coherent mental picture of what the organizational unit can become						0	
Is able to transfer his or her mental picture of what the organizational unit can become to the minds of all members of the team						0	
Is able to obtain "ownership" of the vision on the parts of all team members						0	
Is able to concentrate the attention of everyone in the unit on the vision	0	0	0	0	0	0	
	0	0	0	0	0	0.0	

Positioning

Total Comments

						Total	Comments
Is able to provide a realistic bridge from the present to the future of the organizational unit						0	
Has a good grasp of the external environment as it relates to his or her group						0	
Has a good grasp of the needs and demands of clients						0	
Has a good grasp of the strengths and limitations of his or her organizational unit						0	
Identifies and focuses on key thrust areas						0	
Develops an annual written plan that integrates goals, action sequences and resources						0	
Involves his/her staff in the development of plans						0	
Asks "what if" questions - develops contingency plans						0	
Reviews plans periodically and makes adjustments as appropriate						0	
Has a systematic abandonment policy - knows when to "fold" in a given area	0	0	0	0	0	0	
	0	0	0	0	0	0.0	

Developing the Team
						Total	Comments
Is able to create a team of key staff members who are jointly responsible with the manager for the unit's success						0	
Promotes team spirit while at the same time being supportive of the goals of the larger organization						0	
Creates an environment that fosters trust among the team members						0	
Actively involves the team members in the formulation of group goals and objectives						0	
Achieves among all team members a commitment to the group goals						0	
Actively involves team members in key decisions that influence their work						0	
Seeks advice and counsel from the team members						0	
Promotes honest, sincere feedback among all members of the team						0	
Promotes a win - win approach to conflict resolution						0	
Actively involves the team members in evaluating group performance and deciding upon corrective action	0	0	0	0	0	0	
	0	0	0	0	0	0.0	

Empowering
	Total	Comments
Treats people as his or her most important asset	0	
Treats people with dignity and respect	0	
Shows concern for each staff member as a person	0	
Is able to perceive the needs of his or her people	0	

							Total	Comments
Is effective in linking the need of the individual staff members and the needs of the organization							0	
Demonstrates a clear commitment to excellence							0	
Is able to attract and energize people to an exciting vision of the future							0	
Motivates others through enthusiasm and infectious optimism							0	
Is able to bring out the best in people -- lifts them to their "higher selves"							0	
Is able to make his or her staff feel that they are winners	0	0	0	0	0		0	
	0	0	0	0	0		0.0	

Coaching   **Total** **Comments**

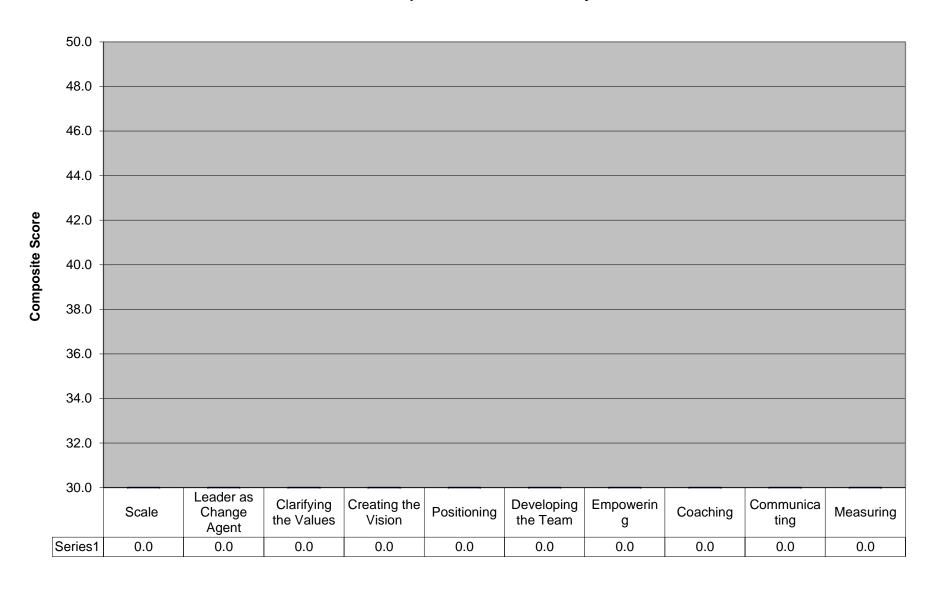|							Total	Comments
Cares enough about people to take the time to build a personal relationship with them							0	
Takes a personal interest in the career development of each member of his or her group							0	
Uses naturally arising interactions with staff to foster learning							0	
Makes effective use of work assignments as a major means of developing his or her staff							0	
Is an effective delegator							0	
Gives honest feedback in a timely fashion							0	
Uses performance appraisal as a means of teaching, not exhorting or admonishing							0	
Is effective in developing his or her followers to become leaders							0	
Is actively developing a backup for his or her position							0	
Promotes lifelong learning a "a way of life" for all members of the group	0	0	0	0	0		0	
	0	0	0	0	0		0.0	

Communicating   **Total** **Comments**

	Total	Comments
Is able to communicate in the language of the receiver	0	
Is a good listener	0	
Gives effective oral presentations	0	
Conducts effective and efficient meetings	0	
Is a good writer	0	
Lets the team know where the organization is heading, how it plans to get there and what all that means to them	0	
Makes his or her position on key issues known to the team	0	
Provides his or her team with accurate and complete information	0	
Manages by "wandering around" - to engage in one-on-one dialog with the team	0	

"Walks the talk" - actions are consistent with words	0	0	0	0	0	0
	0	0	0	0	0	0.0

Measuring | | | | | | Total | Comments

						Total	Comments
Has a good grasp of the nature of the system for which he or she is responsible						0	
Has a good grasp of the state of the system at any point in time						0	
Has a good grasp of the relation among causal, intervening, and end-result variables in the system for which he or she is responsible						0	
Is able to identify the "critical success factors" - the limited number of areas in which satisfactory results will ensure successful performance						0	
Collects data and information continually on the critical success factors - those which are operationally most important						0	
Maintains a balanced view in evaluating both the tangibles and the intangibles						0	
Continually evaluates progress against plans						0	
Conducts effective operations review meetings to evaluate overall performance						0	
Deals with problems in proportion to their importance						0	
Is effective in taking corrective action promptly whenever accomplishments deviate significantly from the plan	0	0	0	0	0	0	
	0	0	0	0	0	0.0	

Leadership Assessment Inventory

	Scale	Leader as Change Agent	Clarifying the Values	Creating the Vision	Positioning	Developing the Team	Empowering	Coaching	Communicating	Measuring
Series1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Composite Score (y-axis: 30.0, 32.0, 34.0, 36.0, 38.0, 40.0, 42.0, 44.0, 46.0, 48.0, 50.0)

Empowering

Treats people as his or her most important asset

Treats people with dignity and respect

Shows concern for each staff member as a person

Is able to perceive the needs of his or her people

Is effective in linking the need of the individual staff members and the needs of the organization

Demonstrates a clear commitment to excellence

Is able to attract and energize people to an exciting vision of the future

Motivates others through enthusiasm and infectious optimism

Is able to bringout the best in people -- liftsbthem to their "higher selves"

Is able to make his or her staff feel that they are winners   0   0   0   0   0   0   0   0   0

0   0   0   0   0   0   0   0   0

Personal Attributes

Accepts and enjoys the role of leader

Is a self-confident person

Is self-motivated and self-directing

Has a firm sense of commitment and purpose

Is action oriented -- has a strong drive to accomplish and achieve

Is a decisive person

Is willing "to stand up and be counted" -- even with an unpopular view

Is able to deal effectively with conflict

Is a person of integrity

Is continually learning, developing, and expanding

0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0