

## LEADERSHIP CAPACITY CHECKLIST

### QUESTIONNAIRE FOR SELF-ASSESSMENT

For questions 1-12, each statement is matched with an opposite with six circles in between. Please shade in the circle which corresponds most closely to your view.

For example: take this vision question

I can see in my mind's eye what excellence looks like for my organisation/team

● ○ ○ ○ ○ ○ ○

I do not have a clear vision of what excellence looks like

If you have a clear, concrete vision of success, shade in the far circle on the left as above; the less you have a vision, the further to the right your choice.

- |   |               |   |
|---|---------------|---|
| 1. My vision is clear and evident from how I spend my time.                         | ○ ○ ○ ○ ○ ○ ○ | My vision is not yet clear and as a result is not reflected in all my actions |
| 2. My actions display respect and genuine appreciation of my staff .                | ○ ○ ○ ○ ○ ○ ○ | My intent is not always clear from my actions.                                |
| 3. My resolve is such that people believe I/we will succeed.                        | ○ ○ ○ ○ ○ ○ ○ | I often sense it is unlikely that I/ we can succeed.                          |
| 4. Staff recognise and value my technical expertise                                 | ○ ○ ○ ○ ○ ○ ○ | I lack the technical expertise to guarantee personal recognition              |
| 5. I am confident and assertive at the same time as empathetic and aware of others. | ○ ○ ○ ○ ○ ○ ○ | I lead with my view but am not consistently confident.                        |
| 6. I am unfailingly positive even in adversity.                                     | ○ ○ ○ ○ ○ ○ ○ | I find it tough to keep positive when things get tough and stressful.         |

**QUESTIONNAIRE FOR SELF-ASSESSMENT (cont)**

- |  |   |   |
|--|---|---|
| 7. I put people first; seek out company to build trust and mutuality .                           | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | I am not instinctively a people person and find it hard to take a proactive approach to building relationships. |
| 8. I take time to listen to gripes and grievances but do not tolerate either moaning or blame.   | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | I avoid negative staff but who moan and blame, but sometimes, complain to colleagues myself                     |
| 9. I encourage staff to observe each other in an ethos of supportive feedback.                   | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | I insist that staff are monitored in line with job roles and performance management arrangements                |
| 10. I seek feedback and views from stakeholders.   | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | I am always cautious about taking the views and opinions of key business stakeholders.                          |
| 11. My objective is always to provide a balance between challenge and stretch, and support.      | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | In today's pressured workplace, I feel challenge and stretch will always outweigh available support.            |
| 12. I always share my mistakes with staff and stakeholders in the spirit of collective learning. | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | My experience is that owning my mistakes diminishing my achievement profile.                                    |

**Summary**