

Leadership Development Assessment Criteria

So you want to be a leader. You want to manage people. Consider the following even if you currently manage people.

If you wish to be a leader how would you accomplish the following, or if are a leader how would you rate yourself against this list? What do you need to work on?

Strategic Development

- 1 Has a clear overall vision, or concept of their department's purpose, function, and responsibility (its contribution, mission, value)
- 2 Keeps abreast of new ideas, trends, challenges and/or events that may affect their department.
- 3 Sets the operational goals and strategies for their department effectively.
- 4 Makes sure that their department's goals are compatible with the overall organization's goals.
- 5 Articulates a clear and compelling sense of the organization's vision and strategic direction.
- 6 Develops performance indicators to measure their department's success.
- 7 Has the ability to adapt and change the focus of the department's work (products/reports) appropriately to changes in the organization.

Problem Solving

- 8 Explains problem situations and issues clearly so people can understand them.
- 9 Contributes creative ideas and suggestions that help people solve problems.
- 10 Nurtures a climate of innovative thinking and problem solving.
- 11 Obtains the support of people responsible for implementing the solutions.
- 12 Is a good problem solver.
- 13 When things go wrong, rather than placing blame, this person takes responsibility to help solve the problem.
- 14 Responds to problems appropriately depending on the severity of the problem.

Decision Making

- 15 Has the facilitation skills necessary to effectively lead a group to consensus.
- 16 Can make and implement independent decisions when necessary.
- 17 Makes decisions well (timely, wisely, considering all the key issues and factors).
- 18 Considers the long-term impact of their decisions.
- 19 Follows through with their decisions.

Developing People

- 20 Provides an accurate and thorough performance appraisal for their employees.
- 21 Provides a performance appraisal to their employees in a timely manner.
- 22 Teaches and coaches people skillfully to help them handle specific challenges and problems.
- 23 Gives constructive feedback effectively (regularly, firmly, humanely) when an employee's performance is unsatisfactory.
- 24 Deals with performance problems on their team in a timely manner.
- 25 Demonstrates commitment to their employees by investing their time and energy in identifying employees' developmental needs.
- 26 Sets clear goals and standards so that employees know what results are expected of them.

Sharing Information

- 27 Communicates well on a one-to-one basis (clearly, positively, tactfully, humanely, and with accurate expression and appropriateness).
- 28 Keeps up-to-date on what's going on with their department.
- 29 Keeps their boss and department well informed on news that affects them and their jobs.
- 30 Has the ability to communicate with people in a professional manner when under stress.
- 31 Keeps people in other departments informed on matters they need to know about.
- 32 Communicates information in a timely manner.
- 33 Takes the time to explain their decisions, opinions, and recommendations.
- 34 Demonstrates support for their boss's/organization's goals and objectives by the way in which those goals are communicated to employees.
- 35 Uses consideration and tact when communicating with others.
- 36 Communicates to groups in an articulate, concise, and clear manner and demonstrates tact, diplomacy, and courtesy.
- 37 Confidently states their opinion when there is a conflict or they have a concern.

Receiving Information

- 38 Actively seeks employees' opinions regarding work affecting their area of responsibility.

- 39 Takes the time to listen to others' questions or problems.
- 40 Keeps an open mind when hearing others' opinions or ideas.
- 41 I feel free to discuss topics with this person on which we disagree.
- 42 Accepts criticism and constructive feedback.
- 43 Demonstrates a willingness to change their opinion.

Motivating and Appreciating People

- 44 Shows genuine concern for others as individuals.
- 45 Gives credit and recognition to others when they do a good job.
- 46 Generates enthusiasm amongst employees.
- 47 Understands what motivates employees to work hard.
- 48 Appropriately rewards the highest achiever(s) for their contributions, both materially and non-materially (i.e., recognition, praise).
- 49 Focuses on the positive aspects of the situation.
- 50 Role models and encourages a positive outlook with co-workers.
- 51 Enjoys their work.

Planning and Organizing

- 52 Uses the resources of their department (people, funds, and facilities) wisely in achieving the mission.
- 53 Plans and budgets projects for their department skillfully (timely, realistically, and with appropriate detail).
- 54 Facilitates effective meetings (proper frequency, appropriate agenda, effective communication, productive outcomes and starts on time.)
- 55 Holds meetings when appropriate and understands when other forms of communication would be more effective (emails, memos).
- 56 Ensures that the right people are involved in meetings.
- 57 Feels the risks associated with trying out new ideas are worth taking.

Job Effectiveness

- 58 Prioritizes effectively.
- 59 Spends an appropriate amount of time on tasks and projects.
- 60 Maintains an effective balance between completing tasks and building workplace relationships.
- 61 Is productive and achieves desired results.
- 62 Holds staff accountable for maintaining high performance standards.
- 63 Meets their deadlines.
- 64 Knows the technical parts of their job.
- 65 Follows up on projects to ensure delegated or agreed upon action items are completed or on schedule.
- 66 Deals with operational issues in a timely manner.

Leadership

- 67 Can act boldly and decisively when necessary.
- 68 Projects self-confidence in dealing with others.
- 69 Uses their formal authority skillfully (confidently, humanely, and sparingly)
- 70 Sets a good example with their work habits.
- 71 Respects their employees.
- 72 Is easily accessible when needed.
- 73 Is approachable.

Integrity/Ethics

- 74 Exhibits a high ethical standard of conduct.
- 75 Is open and honest with people.
- 76 Treats everyone fairly.
- 77 Follows through and keeps their commitments.
- 78 Accepts responsibility and admits when he/she makes a mistake.
- 79 I trust this person.
- 80 Is respected.

Team Building

- 81 Rewards collaborative team-oriented behaviors.
- 82 Encourages cooperation and collaborations between departments.
- 83 Fosters a sense of teamwork and builds enthusiasm for group projects and assignments.
- 84 Develops good working relationships with co-workers and other department managers and gains their support.
- 85 Anticipates coworkers' needs, seeks ways to help others; willingly assists others when asked.
- 86 Respects the needs, problems, and contributions of others; supports and interacts well with all levels of staff.

87 Focuses on goals and activities that support the larger organizational goals rather than on narrow, territorial, or personal concessions.

Delegation and Empowerment

88 Delegates tasks to team members effectively (fully, clearly, granting appropriate authority to act).

89 Sets and enforces clear priorities to guide their employees' work.

90 Trusts others to do work without excessive checking on their performance.

91 Backs-up others when they need it.

92 Gives employees enough authority to do their job.

93 When delegating work, provides the necessary support and information to be successful.

Values

94 Places a high value on quality.

95 Places a high value on ethical behavior.

96 Places a high value on their employees.

97 Places a high value on teamwork.

98 Places a high value on achieving results.

99 Places a high value on co-workers.

100 Places a high value on the balance between work and home life.

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