



## Leadership Fitness Assessment

There are two ways you can use this assessment. The first is as a self-assessment tool. Score yourself as to where you think you are today and where you would like to be in six or twelve months.

The second way is to use this as a 360 tool. Ask your manager, peers and/or direct reports to complete the assessment.

To calculate a Category Score, add the numbers you assigned to each attribute. The maximum score is 45 for each category. A category score under 27 highlights a potentially harmful deficit in your leadership fitness.

Individual scores under 2 can represent areas not yet developed based on your role or areas you have avoided developing. Work towards a minimum of a 3 for each attribute.



## Leadership Fitness Assessment

	1 = Not a skill 2 = Needs Improvement 3 = Adequate 4 = Effective 5 = Very Effective					Category Score
Strength	1	2	3	4	5	
<b>Business Knowledge</b> <ul style="list-style-type: none"> <li>▪ Knowledge of Industry, Trends and Competitors</li> <li>▪ Personal relationships (network) in the industry</li> <li>▪ Understanding of company vision and strategy</li> </ul> <b>Experience</b> <ul style="list-style-type: none"> <li>▪ Understand functional position requirements</li> <li>▪ Understand cross-functional issues and their impact on operations and results</li> <li>▪ Seek new skills and experiences, volunteer for stretch assignments</li> </ul> <b>Self Knowledge</b> <ul style="list-style-type: none"> <li>▪ Recognition of leadership strengths</li> <li>▪ Recognition of behaviors that adversely impact me and my staff</li> <li>▪ Utilize peers, mentors or coaches to improve business and self knowledge</li> </ul>						
<b>Endurance</b>	1	2	3	4	5	
<b>Accountability</b> <ul style="list-style-type: none"> <li>▪ Establish priorities and set clear outcomes</li> <li>▪ Follow up timely, consistent for everyone (including self)</li> <li>▪ 'Own' only what is appropriate</li> </ul> <b>Empower</b> <ul style="list-style-type: none"> <li>▪ Solicit input and allow staff to act upon their ideas</li> <li>▪ Create objective feedback loop for all</li> <li>▪ Credit and acknowledge success; allow constructive failure</li> </ul>						



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Results <ul style="list-style-type: none"> <li>▪ Earn trust of peers and staff</li> <li>▪ Build sustainable processes and outcomes</li> <li>▪ Manage outcomes not detailed process</li> </ul>						
Flexibility	1	2	3	4	5	
Communication <ul style="list-style-type: none"> <li>▪ Listen more than speak in meetings, solicit ideas through good questions</li> <li>▪ Focus on the person and adapt to their style of communication</li> <li>▪ Body language and facial expressions appropriate for the conversation</li> </ul> Expectations <ul style="list-style-type: none"> <li>▪ Understand motivations of staff</li> <li>▪ Clear on the specifics of an expectation: who, what, where, when, how and why</li> <li>▪ Set up framework and support for success</li> </ul> Coaching <ul style="list-style-type: none"> <li>▪ Create/take advantage of opportunities to coach and develop staff/team members</li> <li>▪ Build own skills in coaching techniques</li> <li>▪ Create a development plan for each staff/team member and measure outcomes</li> </ul>						