

Purpose

This self-assessment is designed to help leaders at all levels identify their current leadership strengths and development opportunities. The assessment measures ten critical leadership dimensions aligned with La Clara Vista’s Transformational Leader Dimensions.

Instructions

For each statement, rate yourself from 1 to 5 according to the response scale below. Answer honestly based on your natural leadership style and behaviors. There are no right or wrong answers, and your responses will help identify specific areas for growth and development.

Response Scale:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

Leadership Level Key:

- **(FL)** = Front Line Leader emphasis
- **(ML)** = Mid-Level Leader emphasis
- **(EL)** = Executive Leader emphasis
- **(ALL)** = All leadership levels

SECTION 1: SERVANT LEADERSHIP

Response Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

- ___ 1. (ALL) I prioritize the growth and well-being of my team members over my own recognition.
- ___ 2. (FL) I regularly go to where my team is working to check in and understand their challenges firsthand.
- ___ 3. (ALL) I listen first and speak last, ensuring I understand all perspectives before making decisions.
- ___ 4. (ML/EL) I invest significant time in developing the capabilities of my team members.
- ___ 5. (ALL) When things go well, I give credit to the team; when things go wrong, I take responsibility.

SECTION 2: EMOTIONAL INTELLIGENCE

Response Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

- ___ 6. (ALL) I recognize and understand my own emotions and how they affect my behavior and decisions.
- ___ 7. (FL/ML) I remain composed under pressure and help my team focus on solutions rather than panic.
- ___ 8. (ALL) I can read the emotional climate of my team and adjust my approach accordingly.
- ___ 9. (ALL) I adapt my communication style based on the individual needs and preferences of team members.
- ___ 10. (ML/EL) I genuinely celebrate both small and large wins to boost team morale.

SECTION 3: SITUATIONAL LEADERSHIP

Response Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

- ___ 11. (FL/ML) I assess each team member's competence and commitment level before deciding how to lead them.
- ___ 12. (ALL) I provide clear, step-by-step direction to team members who are new to a task or role.
- ___ 13. (ML) I adjust my leadership style based on the specific situation and the individuals involved.
- ___ 14. (ALL) I know when to coach, support, delegate, or direct based on my team members' development levels.
- ___ 15. (FL/ML) I empower skilled and motivated team members to make decisions within their areas of expertise.

SECTION 4: SELF-ACCOUNTABILITY

Response Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

- ___ 16. (ALL) I take full ownership of my decisions and actions, both successes and failures.
- ___ 17. (ALL) I admit when I make mistakes and take responsibility for rectifying them without making excuses.
- ___ 18. (ALL) I set clear, achievable goals for myself and consistently follow through on my commitments.
- ___ 19. (ML/EL) I actively seek feedback from others and use it constructively to improve my performance.
- ___ 20. (ALL) I model the same standards and behaviors I expect from my team (lead by example).

SECTION 5: CONFLICT MANAGEMENT

- ___ 21. (ALL) I address conflicts early before they escalate into larger problems.
- ___ 22. (FL/ML) I remain neutral and empathetic when mediating conflicts between team members.
- ___ 23. (ALL) I focus on facts and behaviors rather than personalities when addressing conflict.
- ___ 24. (ALL) I create an environment where healthy disagreement is encouraged and valued.
- ___ 25. (ML/EL) I help my team distinguish between healthy (productive) and unhealthy (destructive) conflict.

SECTION 6: ETHICAL LEADERSHIP

Response Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

- ___ 26. (ALL) I make decisions based on organizational values, even when it's difficult or unpopular.
- ___ 27. (ALL) I would be proud to have my decisions made public and transparent.
- ___ 28. (ML/EL) I speak up when something doesn't align with our stated values, even when it's uncomfortable.
- ___ 29. (ALL) I consider who might be harmed (unintentionally) by my decisions before I act.
- ___ 30. (EL) I ensure that our incentive systems and performance measures don't create pressure for unethical behavior.

SECTION 7: CONTINUOUS IMPROVEMENT

Response Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

- ___ 31. (FL/ML) I encourage my team to identify problems and participate in finding solutions.
- ___ 32. (ALL) I view mistakes and failures as opportunities to learn rather than reasons to assign blame.
- ___ 33. (ML/EL) I create structured time and space for my team to work on improvement initiatives.
- ___ 34. (ALL) I focus on making small, incremental improvements rather than only seeking major transformations.
- ___ 35. (EL) I ensure that continuous improvement is embedded in our daily routines, not just special projects.

SECTION 8: DRIVING FOR RESULTS

Response Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

- ___ 36. (ALL) I set clear expectations, so everyone knows what success looks like.
- ___ 37. (FL/ML) I create consistent rhythms of accountability (regular check-ins, reviews, updates).
- ___ 38. (ML) I proactively identify and remove barriers that prevent my team from executing effectively.
- ___ 39. (ALL) I balance driving for results with supporting my team's well-being and development.
- ___ 40. (EL) I align team goals with the organization's larger vision and strategy.

SECTION 9: COMMUNICATION & INFLUENCE

Response Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

- ___ 41. (ALL) I communicate with clarity, authenticity, and conviction to inspire action.
- ___ 42. (FL/ML) I connect daily work to a bigger purpose, so team members understand why their work matters.
- ___ 43. (ALL) I use stories and examples effectively to reinforce values and motivate others.
- ___ 44. (ML/EL) I tailor my communication approach based on my audience and the situation.
- ___ 45. (EL) I communicate a compelling vision that energizes teams and creates forward movement.

SECTION 10: STRATEGIC THINKING

Response Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

- ___ 46. (ML/EL) I consider long-term implications and unintended consequences when making decisions.
- ___ 47. (EL) I identify emerging trends and opportunities that could impact our organization's future.
- ___ 48. (ML/EL) I balance short-term operational needs with long-term strategic priorities.
- ___ 49. (ALL) I encourage my team to think beyond their immediate tasks to understand the bigger picture.
- ___ 50. (EL) I build organizational capability and culture, not just solving immediate problems.

DEVELOPMENT RECOMMENDATIONS

Based on Your Dimension Scores, Consider:

Low Servant Leadership Scores:

Action Steps:

- Review LCV Module 1 of the Transformational Leadership Course (The Servant Leader, Circle of Safety)
- Practice "listening first, speaking last" in your next three meetings
- Schedule regular Gemba walks (going to where the work happens)

Recommended Books:

1. *The Servant Leader* by James A. Autry - Practical guide on putting people first in leadership
2. *Leaders Eat Last* by Simon Sinek - Explores the Circle of Safety concept and servant leadership in action
3. *Servant Leadership in Action* edited by Ken Blanchard and Renee Broadwell - Real-world examples from practicing servant leaders

Studies & White Papers:

- "Servant Leadership: A systematic review and call for future research" by Eva, N., et al. (The Leadership Quarterly, 2019) - Comprehensive analysis of servant leadership effectiveness
- "The Servant Leadership Research Roundtable: Servant Leadership Theory and Practice" by Larry Spears (2010) - Foundational research on Greenleaf's servant leadership principles
- "Servant Leadership and Follower Outcomes: The Mediating Role of Organizational Identification" by Liden, R.C., et al. (Academy of Management Journal, 2014)

Low Emotional Intelligence Scores:

Action Steps:

- Study LCV Module 1: Emotional Intelligence section
- Identify one area (self-awareness, self-regulation, motivation, empathy, or social skills) to develop
- Practice the "pause before responding" technique in tense situations

Recommended Books:

1. *Emotional Intelligence 2.0* by Travis Bradberry and Jean Greaves - Includes self-assessment and practical strategies
2. *Primal Leadership* by Daniel Goleman, Richard Boyatzis, and Annie McKee - EI specifically for leaders
3. *The EQ Edge* by Steven J. Stein and Howard E. Book - Practical emotional intelligence development

Studies & White Papers:

- "Emotional Intelligence and Leadership Effectiveness" by George, J.M. (Personality and Individual Differences, 2000) - Links EI to leadership performance
- "The Role of Emotional Intelligence in Leadership: Evaluating the Relationship Between Emotional Intelligence and Authentic Leadership" by Lam, C.S. & O'Higgins, E. (Journal of Management Development, 2012)
- Harvard Business Review article: "What Makes a Leader?" by Daniel Goleman (1998) - Classic piece on EI in leadership

Low Situational Leadership Scores:

Action Steps:

- Complete LCV Module 2: Situational Leadership training
- Assess each team member's competence and commitment levels
- Experiment with adjusting your style based on individual development levels

Recommended Books:

1. *Leadership and the One Minute Manager* by Ken Blanchard, Patricia Zigarmi, and Drea Zigarmi - Original situational leadership framework
2. *The New One Minute Manager* by Ken Blanchard and Spencer Johnson - Updated practical application
3. *Situational Leadership II* by Ken Blanchard - Advanced concepts and applications

Studies & White Papers:

- "Situational Leadership Theory: A Test of Three Versions" by Thompson, G. & Vecchio, R.P. (The Leadership Quarterly, 2009) - Empirical validation
- "An Empirical Investigation of the Relationship Between Change in Corporate Social Performance and Financial Performance: A Stakeholder Theory Perspective" by Blanchard et al. - Research on adaptive leadership effectiveness
- The Ken Blanchard Companies White Paper: "Situational Leadership II: The Article" - Comprehensive overview of the SLII model

Low Self-Accountability Scores:

Action Steps:

- Review LCV Module 3: Leadership Accountability (The Accountability Ladder)
- Commit to staying "above the line" (Acknowledge Reality, Own It, Find Solutions, Make It Happen)
- Create a personal accountability plan using the Pillars of Leadership Accountability

Recommended Books:

1. *The Oz Principle* by Roger Connors, Tom Smith, and Craig Hickman - The accountability ladder framework
2. *Extreme Ownership* by Jocko Willink and Leif Babin - Military leadership lessons on total accountability
3. *The 4 Disciplines of Execution* by Chris McChesney, Sean Covey, and Jim Huling - Creating accountability systems

Studies & White Papers:

- "Leadership Accountability in a Globalizing World" by Patzer, M., et al. (Journal of Business Ethics, 2018)
- Partners in Leadership Research Study: "Workplace Accountability Study" (2014, 2018, 2024) - Multi-year data on accountability's impact
- "The Relationship Between Leader Accountability and Subordinate Trust" by Norman, S.M., et al. (Journal of Leadership Studies, 2010)

Low Conflict Management Scores:

Action Steps:

- Study LCV Module 4: Leading Through Conflict
- Take the Thomas-Kilmann Conflict Style assessment to understand your default approach
- Practice using the SBI model (Situation-Behavior-Impact) for difficult conversations

Recommended Books:

1. *Crucial Conversations* by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler - Master difficult dialogues
2. *Difficult Conversations* by Douglas Stone, Bruce Patton, and Sheila Heen - Harvard Negotiation Project insights
3. *The Five Dysfunctions of a Team* by Patrick Lencioni - Addresses conflict avoidance and fear of conflict

Studies & White Papers:

- "Conflict Management Styles and Organizational Commitment" by Rahim, M.A. (Journal of Managerial Psychology, 2011)
- "Managing Conflict in the Workplace" - SHRM Foundation Research Report (2019)
- "The Effects of Conflict Asymmetry on Work Group and Individual Outcomes" by Jehn, K.A. & Mannix, E.A. (Academy of Management Journal, 2001)

Low Ethical Leadership Scores:

Action Steps:

- Review LCV Module 1: Ethical Leadership section
- Use the Gut-Check Checklist before making important decisions
- Practice values-based decision making in real-time situations

Recommended Books:

1. *The Power of Ethics* by Susan Liautaud - Modern ethical decision-making framework
2. *Moral Leadership* by Thomas J. Sergiovanni - Ethics in organizational leadership
3. *Ethical Leadership* by Andrew Leigh - Practical guide to integrity-based leadership

Studies & White Papers:

- "Ethical Leadership: A Social Learning Perspective for Construct Development and Testing" by Brown, M.E., et al. (*Organizational Behavior and Human Decision Processes*, 2005)
- "The Relationship Between Ethical Leadership and Core Job Characteristics" by Piccolo, R.F., et al. (*Journal of Organizational Behavior*, 2010)
- Deloitte Study: "The Role of Ethics in Business" (2019) - Impact of ethical leadership on culture and performance

Low Continuous Improvement Scores:

Action Steps:

- Study LCV Module 5: Creating the Environment for Continuous Improvement
- Teach your team the difference between transformational and transactional problem-solving
- Implement structured problem-solving (5 Whys, Root Cause Analysis)

Recommended Books:

1. *The Toyota Way* by Jeffrey Liker - Foundation of continuous improvement culture
2. *Lead With Respect* by Michael Ballé and Freddy Ballé - Leadership role in creating CI culture
3. *The Lean Mindset* by Mary and Tom Poppendieck - Developing continuous improvement thinking

Studies & White Papers:

- "The Role of Leadership in Continuous Improvement: A Review" by Pearce, A., et al. (International Journal of Lean Six Sigma, 2018)
- Shingo Institute Research: "The Shingo Model and Cultural Enablers" - Framework for building improvement culture
- "Toyota's Principles of Set-Based Concurrent Engineering" by Sobek, D.K., et al. (MIT Sloan Management Review, 1999)

Low Driving for Results Scores:

Action Steps:

- Review LCV Module 6: Driving Team Execution
- Implement the 4 Pillars: Clear Expectations, Alignment & Ownership, Rhythm of Accountability, Removing Barriers
- Start weekly execution huddles with your team

Recommended Books:

1. *Execution: The Discipline of Getting Things Done* by Larry Bossidy and Ram Charan - Classic on execution discipline
2. *The 4 Disciplines of Execution* by Chris McChesney, Sean Covey, and Jim Huling - Practical execution framework
3. *Traction: Get a Grip on Your Business* by Gino Wickman - EOS system for execution accountability

Studies & White Papers:

- "From Strategy to Execution: A Critical Determinant of Corporate Success" by Morgan, M., et al. (Harvard Business Review, 2018)
- "The Strategy-Execution Gap" - Economist Intelligence Unit Report (2017)
- Bain & Company Research: "Closing the Delivery Gap" - Why strategies fail in execution

Low Communication & Influence Scores:

Action Steps:

- Practice the Inspiring Others techniques from LCV Module 1 (praise, storytelling, listening)
- Connect daily tasks to larger organizational purpose
- Use the communication prompts provided in the course materials

Recommended Books:

1. *Made to Stick* by Chip Heath and Dan Heath - Why some ideas survive and others die
2. *Influence: The Psychology of Persuasion* by Robert Cialdini - Science of influence and persuasion
3. *Talk Like TED* by Carmine Gallo - Communication secrets of world's top minds

Studies & White Papers:

- "The Impact of Communication on Worker and Firm Well-Being" by Waldman, D.A., et al. (Journal of Organizational Behavior, 2015)
- "Transformational Leadership Communication: Towards Improving Employee Outcomes" by Men, L.R. (Journal of Applied Communication Research, 2014)
- McKinsey Research: "The Science of Organizational Transformations" - Role of communication in change

Low Strategic Thinking Scores:

Action Steps:

- Dedicate time weekly to think beyond immediate operational issues
- Ask yourself: "What is this decision optimizing for long-term?"
- Study your organization's strategy and discuss implications with your team

Recommended Books:

1. *Good Strategy Bad Strategy* by Richard Rumelt - Clear thinking about strategy
2. *Playing to Win* by A.G. Lafley and Roger Martin - How strategy really works
3. *Thinking in Systems* by Donella Meadows - Systems thinking for strategic leaders

Studies & White Papers:

- "Strategic Leadership: The Essential Skills" by Pisapia, J., et al. (Harvard Business Review, 2005)
- "Developing Strategic Thinking as a Core Competency" - Center for Creative Leadership White Paper (2014)
- "Strategic Thinking: Can It Be Taught?" by Liedtka, J. (Long Range Planning, 1998) - Research on developing strategic thinking capability

NEXT STEPS

1. **Identify Your Top 2-3 Development Priorities:** Focus on dimensions where you scored below 20 (out of 25).
2. **Create a 90-Day Development Plan:**
 - What specific behaviors will you practice?
 - What resources or training do you need?
 - Who can provide feedback and support?
3. **Consider La Clara Vista's Transformational Leadership Course:** Our two-day immersive training addresses all ten dimensions with practical tools, role-playing exercises, and peer learning.
4. **Schedule a Coaching Conversation:** Discuss your results with your supervisor, a mentor, or an LCV consultant to create a personalized development roadmap.
5. **Reassess in 6 Months:** Retake this assessment to measure your progress and adjust your development plan.

Note: The recommended books provide practical frameworks and real-world examples, while the studies and white papers offer research-based evidence supporting the effectiveness of these leadership dimensions. Together, they provide both the "why" and the "how" for your development journey.