**RECOGNISING MYSELF AS A LEADER TASK INSTRUCTIONS:**

Read through the table below and answer the questions to the best of your knowledge. To complete this Task, please read through the instructions on the top right corner of the table, fill the template provided and email in a Word document format to [CSO-Tasks-LDR@niras.com](mailto:CSO-Tasks-LDR@niras.com).

**When you are ready to submit this Task, please:**

1. Make sure that there is **no sensitive organisational data**in your work. If the Task requires you to discuss aspects of your organisation, create fictional names (e.g., Organisation ABC).
2. Make sure that you **do not include your personal data**, including your full name, anywhere in your Work.
3. **Name the file**as follows “Your ID#FIRSTNAME\_NAMEOFTASK\_LDR” (e.g.,  “01ROSE\_It is happening in your organisation\_LDR”)
4. Attach the file to an email, and send to the support team at [CSO-Tasks-LDR@niras.com](mailto:CSO-Tasks-LDR@niras.com).

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Instructions:** | | | | | | | | | |
| **Self-Test on Personal and Social Competences: Recognising myself as leader** | | | | | **Write a "1" in the box that fits most to you.**  **Total your marks at the end of the table**   * Not at all carries ’1’ point * Not really carries ’2’ points * Maybe carries 3 points * And it goes on up to ’5’ points | | | | |
| Personal Competence | | | | | **If you don't know or are unclear about the question, choose "Maybe"** | | | | |
| **SELF – AWARENESS** | | | | | | | | | |
|  | | | | | **1** | **2** | **3** | **4** | **5** |
| **1** | **A.SEA** | **Emotional awareness: Recognizing one’s emotions and my effects.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I know which emotions I am feeling and why | | |  |  |  |  | 5 |
| 2 | I realize the links between my feelings and what I think, do, and say | | |  |  |  | 4 |  |
| 3 | I recognize how my feelings affect my performance | | |  |  |  |  | 5 |
| 4 | I have a guiding awareness of my values and goals | | |  |  |  |  | 5 |
|  | | | | | | | | | |
| **2** | **B.SEA** | **Accurate self-assessment: Knowing one’s strengths and limits.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I am aware of my strengths and weaknesses | | |  |  |  | 4 |  |
| 2 | I am reflective, learning from experience | | |  |  |  | 4 |  |
| 3 | I am open to feedback, new perspectives, continuous learning, and self- development | | |  |  |  | 4 |  |
| 4 | I am able to show a sense of humour and perspective about themselves | | |  |  |  |  | 5 |
|  | | | | | | | | | |
| **3** | **C.SEA** | **Self-confidence: Sureness about one’s self-worth and capabilities.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I am present themselves with self-assurance; have presence | | |  |  |  | 4 |  |
| 2 | I am able to voiceunpopular and expose myself for what is right | | |  |  |  | 4 |  |
| 3 | I am decisive, able to make sound decisions despite uncertainties and pressures | | |  |  |  |  | 5 |
| **SELF - REGULATION** | | | | | | | | |
| **4** | **A.SR** | **Self-control: Managing disruptive emotions and impulses.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I manage my impulsive feelings and distressing emotions well | | |  |  |  |  | 5 |
| 2 | I stay composed, positive, and unflappable even in trying moments | | |  |  |  |  | 5 |
| 3 | I think clearly and stay focused under pressure | | |  |  |  | 4 |  |
|  | | | | | | | | |
| **5** | **B.SR** | **Trustworthiness: Maintaining standards of honesty and integrity.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I act ethically and are above reproach | | |  |  |  | 4 |  |
| 2 | I build trust through my reliability and authenticity | | |  |  |  | 4 |  |
| 3 | I admit my own mistakes and confront unethical actions in others | | |  |  |  | 4 |  |
| 4 | I take tough, principled stands even if they are unpopular | | |  |  | 3 |  |  |
|  | | | | | | | | | |
| **6** | **C.SR** | **Conscientiousness: Taking responsibility for personal performance.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I meet commitments and keep promises | | |  |  |  | 4 |  |
| 2 | I hold myself accountable for meeting my objectives | | |  |  |  | 4 |  |
| 3 | I am organized and careful in my work | | |  |  |  | 4 |  |
|  | | | | | | | | | |
| **7** | **D.SR** | **Adaptability: Flexibility in handling change.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I smoothly handle multiple demands, shifting priorities, and rapid change | | |  |  |  |  | 5 |
| 2 | I adapt my responses and tactics to fit fluid circumstances | | |  |  |  | 4 |  |
| 3 | I am flexible in how I see events | | |  |  |  | 4 |  |
|  | | | | | | | | | |
| **8** | **E.SR** | **Innovativeness: Being comfortable with and open to novel ideas and new information.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I seek out fresh ideas from a wide variety of sources | | |  |  |  | 4 |  |
| 2 | I entertain original solutions to problems | | |  |  |  |  | 5 |
| 3 | I generate new ideas | | |  |  |  |  | 5 |
| 4 | I take fresh perspectives and risks in my thinking | | |  |  |  | 4 |  |
| **SELF – MOTIVATION** | | | | | | | | | |
| **9** | **A.SM** | **Achievement drive: Striving to improve or meet a standard of excellence.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I am results-oriented, with a high drive to meet my objectives and standards | | |  |  |  | 4 |  |
| 2 | I set challenging goals and take calculated risks | | |  |  |  | 4 |  |
| 3 | I pursue information to reduce uncertainty and find ways to do better | | |  |  |  |  | 5 |
| 4 | I learn how to improve my performance | | |  |  |  | 4 |  |
|  | | | | | | | | | |
| **10** | **B.SM** | **Commitment: Aligning with the goals of the group or organization.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I readily make personal or group sacrifices to meet a larger organizational goal | | |  |  |  | 4 |  |
| 2 | I find a sense of purpose in the larger mission | | |  |  | 3 |  |  |
| 3 | I use the group’s core values in making decisions and clarifying choices | | |  |  | 3 |  |  |
| 4 | I actively seek out opportunities to fulfil the group’s mission | | |  |  |  | 4 |  |
|  | | | | | | | | | |
| **11** | **C.SM** | **Iinitiative: Readiness to act on opportunities.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I am ready to seize opportunities | | |  |  |  | 4 |  |
| 2 | I pursue goals beyond what’s required or expected of them | | |  |  |  |  | 5 |
| 3 | I cut through red tape and bend the rules when necessary to get the job done | | |  |  |  |  | 5 |
| 4 | I mobilize others through unusual, enterprising efforts | | |  |  |  |  | 5 |
|  | | | | | | | | | |
| **12** | **D.SM** | **Optimism: Persistence in pursuing goals despite obstacles and setbacks.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I persist in seeking goals despite obstacles and setbacks | | |  |  |  |  | 5 |
| 2 | I operate from hope of success rather than fear of failure | | |  |  |  | 4 |  |
| 3 | I see setbacks as due to manageable circumstance rather than a personal flaw | | |  |  |  |  | 5 |
|  | | | | | | | | | |
| **Social Competence**  **SOCIAL AWARENESS** | | | | | | | | | |
| **13** | **A.SA** | **Empathy: Sensing others’ feelings and perspective, and taking an active interest in my concerns.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I am attentive to emotional cues and listen well | | |  |  |  | 4 |  |
| 2 | I show sensitivity and understand others' perspectives | | |  |  |  |  | 5 |
| 3 | I help out based on understanding other people's needs and feelings | | |  |  |  |  | 5 |
|  | | | | | | | | | |
| **14** | **B.SA** | **Service orientation: Anticipating, recognizing, and meeting client’s needs.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I understand our clients needs and match them to services we provide | | |  |  |  |  | 5 |
| 2 | I seek ways to increase our client’s satisfaction and loyalty | | |  |  |  |  | 5 |
| 3 | I gladly offer appropriate assistance | | |  |  |  |  | 5 |
| 4 | I grasp our clients perspectives, acting as a trusted advisor | | |  |  |  |  | 5 |
|  | | | | | | | | | |
| **15** | **C.SA** | **Developing others: Sensing what others need in order to develop, and bolstering my abilities.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I acknowledge and reward people’s strengths, accomplishments, and development | | |  |  |  |  | 5 |
| 2 | I offer useful feedback and identify people’s needs for development | | |  |  |  | 4 |  |
| 3 | I mentor, give timely coaching, and offer assignments that challenge and grow a person’s skills. | | |  |  |  | 4 |  |
|  | | | | | | | | | |
| **16** | **D.SA** | **Leveraging diversity: Cultivating opportunities through diverse people.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I respect and relate well to people from varied backgrounds | | |  |  |  |  | 5 |
| 2 | I understand diverse worldviews and are sensitive to group differences | | |  |  |  | 4 |  |
| 3 | I see diversity as opportunity, creating an environment where diverse people can thrive | | |  |  |  | 4 |  |
| 4 | I challenge bias and intolerance | | |  |  |  | 4 |  |
|  | | | | | | | | | |
| **17** | **E.SA** | **Political awareness: Reading a group’s emotional currents and power relationships.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I accurately read key power relationships | | |  |  | 3 |  |  |
| 2 | I ddetect crucial social networks | | |  |  |  | 4 |  |
| 3 | I understand the forces that shape views and actions of clients or competitors | | |  |  |  | 4 |  |
| 4 | I accurately read situations and organizational and external realities | | |  |  |  | 4 |  |
| **SOCIAL SKILLS** | | | | | | | | | |
| **18** | **A.SOS** | **Influence: Wielding effective tactics for persuasion.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I am skilled at persuasion | | |  |  |  |  | 5 |
| 2 | I fine-tune presentations to appeal to the listener | | |  |  |  |  | 5 |
| 3 | I use complex strategies like indirect influence to build consensus and support | | |  |  |  |  | 5 |
| 4 | I orchestrate dramatic events to effectively make a point | | |  |  |  |  | 5 |
|  | | | | | | | | | |
| **19** | **B.SOS** | **Communication: Sending clear and convincing messages.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I am effective in give-and-take, registering emotional cues in attuning my message | | |  |  |  | 4 |  |
| 2 | I deal with difficult issues straightforwardly | | |  |  |  | 4 |  |
| 3 | I listen well, seek mutual understanding, and welcome sharing of information fully | | |  |  |  |  | 5 |
| 4 | I foster open communication and stay receptive to bad news as well as good | | |  |  |  | 4 |  |
|  | | | | | | | | | |
| **20** | **C.SOS** | **Leadership: Inspiring and guiding groups and people.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I articulate and arouse enthusiasm for a shared vision and mission | | |  |  |  | 4 |  |
| 2 | I step forward to lead as needed, regardless of position | | |  |  |  | 4 |  |
| 3 | I guide the performance of others while holding them accountable | | |  |  |  |  | 5 |
| 4 | I lead by example | | |  |  |  | 4 |  |
|  | | | | | | | | | |
| **21** | **D.SOS** | **Change catalyst: Initiating or managing change.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I recognize the need for change and remove barriers | | |  |  |  | 4 |  |
| 2 | I challenge the status quo to acknowledge the need for change | | |  |  |  | 4 |  |
| 3 | I champion the change and enlist others in its pursuit | | |  |  |  |  | 5 |
| 4 | I model the change expected of others | | |  |  |  | 4 |  |
|  | | | | | | | | | |
| **22** | **E.SOS** | **Conflict management: Negotiating and resolving disagreements.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I handle difficult people and tense situations with diplomacy and tact | | |  |  |  | 4 |  |
| 2 | I spot potential conflict, bring disagreements into the open, and help deescalate | | |  |  |  | 4 |  |
| 3 | I encourage debate and open discussion | | |  |  |  | 4 |  |
| 4 | I orchestrate win-win solutions | | |  |  |  | 4 |  |
|  | | | | | | | | | |
| **23** | **F.SOS** | **Building bonds: Nurturing instrumental relationships.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I cultivate and maintain extensive informal networks | | |  |  |  | 4 |  |
| 2 | I seek out relationships that are mutually beneficial | | |  |  |  |  | 5 |
| 3 | I build rapport and keep others in the loop | | |  |  |  |  | 5 |
| 4 | I make and maintain personal friendships among work associates | | |  |  |  | 4 |  |
|  | | | | | | | | | |
| **24** | **G.SOS** | **Collaboration and cooperation: Working with others toward shared goals.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I balance a focus on task with attention to relationships | | |  |  |  | 4 |  |
| 2 | I collaborate, sharing plans, information, and resources | | |  |  |  | 4 |  |
| 3 | I promote a friendly, cooperative climate | | |  |  |  | 4 |  |
| 4 | I spot and nurture opportunities for collaboration | | |  |  |  |  | 5 |
|  | | | | | | | | | |
| **25** | **H.SOS** | **Team capabilities: Creating group synergy in pursuing collective goals.** | | | **Not at all** | **Not really** | **Maybe** | **Somehow** | **Completely** |
| 1 | I model team qualities like respect, helpfulness, and cooperation | | |  |  |  |  | 5 |
| 2 | I draw all members into active and enthusiastic participation | | |  |  |  | 4 |  |
| 3 | I build team identity, esprit de corps, and commitment | | |  |  |  | 4 |  |
| 4 | I protect the group and its reputation and share credit | | |  |  |  | 4 |  |
|  | | | | **Sub-total** | **0** | **0** | **3** | **53** | **33** |
|  | **0** | **0** | **0** | **0** | **0** |
| **Total** | **89** | | | | |
| **Results:** | | | | | | | | | |
| 100 points or higher: | | | You are already a leader personality and on a good way to become a great leader, if you are not already there. Focus on your weak areas where you ticked "Maybe", "Not really" or "Somehow" and find out how you can improve or become certain at this. | | | | | | |
| 75 to 100 points: | | | You are at the beginning of your leadership era. You already started to think about what it takes to become a leader. Now it is on you to make youself aware of your actions and reflect about them to find out, where there is potential development needed. | | | | | | |
| less than 75 points: | | | The world is a place to learn. Maybe you are at the beginning of your career, maybe you have not been confronted with situations, when you have think like a leader. Now it the time to focus on what your really want and if or how you want to become a leader. | | | | | | |