

Leadership Effectiveness

There is no one skill that will make you an effective leader. Effective leadership is composed of a number of different competencies, or puzzle pieces. If all the pieces of the puzzle are not in place the effectiveness of the leader will be limited.

This self-assessment helps you determine your strengths and development needs in eight core competencies that will help you become a more effective leader. It includes interpretative information and tips on how you can further develop your skills in each of the following key areas:

- Contextual thinking
- Creative assimilation
- People enablement
- Reciprocal communication
- Directional clarity
- Change orchestration
- Driving persistence
- Emotional intelligence

An action plan is included to help you plan what actions you will take to develop your leadership skills starting with your three lowest scoring categories.

Because the Leadership Effectiveness Profile is linked to a number of other Self Discovery assessments there is an opportunity to drill down even further and look more closely at the competencies that contribute to effective leadership.

Instructions

These competency categories represent the skills involved in effective leadership. Each is explained briefly in the paragraph under each respective heading. Every statement in each category can serve as an aspirational goal for those wishing to improve their skills in specific areas.

This questionnaire will be easy to complete. Read each statement, and select the choice that most accurately describes you. Please answer these questions as honestly as possible.

Emotional Intelligence

Emotional Intelligence looks at your ability to recognize, understand, and harness your own feelings and the feelings of others. It asks the question: "How intelligently aware are you of your own emotional reactions and those of others, and how effective are you at putting that information to good use?"

1. I believe that leadership is about serving others.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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2. I am aware of the most important concerns of people I lead.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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3. I well understand my personal strengths and weaknesses.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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4. I will take a principled stand, even if it is unpopular.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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5. I draw on a strong set of values to guide day-to-day decisions.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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6. I use criticism from others to improve myself and learn.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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7. I regularly take time for personal reflection.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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8. I notice how others are feeling.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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9. I learn from mistakes, treating errors as opportunities to learn, rather than things to regret.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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10. I am good at empathizing with people.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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11. If asked, people would say that I have an appropriate amount of humility.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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12. I like to build trust by being reliable and sincere.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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Contextual Thinking

Contextual Thinking looks at the extent to which you put specific events, tasks, and actions into a wider perspective or pattern. It asks the question: "How effectively do you connect related and unrelated information in order to make sense out of what you experience?"

13. I like to see how something fits into the wider or bigger picture.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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14. Events or actions can be seen in a new light in a different context.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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15. I am strongly aware of trends, long before they have a direct impact or effect.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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16. I like to consult widely with people external to the organization.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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17. I keep track of what's going on in the world around me.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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18. I prefer to remain open and flexible in my views.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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19. I have a range of contacts with whom I exchange views about emerging trends.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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20. I scan the environment for anything that might pose a threat or risk.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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21. I am good at making connections between seemingly disparate ideas and information.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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22. I am intrigued by the way large systems or processes operate.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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23. When things are not clear, you have to look for clues in order to find the answers.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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24. I enjoy looking for patterns in what I perceive or experience.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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Directional Clarity

Directional Clarity looks at your ability to identify a credible destination and determine and communicate how to get there in a straightforward and simple way. It asks the question: "How clearly, credibly, and unequivocally do you point the way for people to want to travel with you and stay on track?"

25. I believe that personal energy needs a clear direction in which to flow.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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26. I generate a clear personal vision of what the future could be like.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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27. I can explain a mission or purpose in the most basic or simple terms.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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28. I believe that every goal needs a measurement system.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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29. I have a clear set of targets and priorities.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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30. I have a strong strategic sense of where to go next.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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31. If I can't see the ultimate goal, I find a closer target or milestone to aim for.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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32. Having a well-painted picture of what the future could be is the most powerful motivator for me.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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33. I am comfortable being "out in front" of a group or team.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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34. I can make an effective argument as to why we should go in a certain direction.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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35. I can summarize my key goals in one sentence.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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36. I believe that people need to know where they are going, why, and how to get there.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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Creative Assimilation

Creative Assimilation looks at how well you creatively draw together disparate information to arrive at robust and clear decisions or courses of action. It asks the question: "How challenging and/or innovative is your approach to processing different or conflicting data in order to make sense of it and act upon it wisely?"

37. I analyze situations completely before making up my mind.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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38. People would say that I bring creative approaches to decision making.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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39. It is more important to find key information than to have all the data.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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40. Finding time to quietly reflect and synthesize information is critical.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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41. I regularly play "devil's advocate" when I evaluate courses of action.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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42. People would say that I am a lateral thinker.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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43. I am good at seeing connections between diverse ideas and concepts.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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44. I extrapolate from experience when facing new challenges.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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45. I put seemingly unrelated facts together to form new ideas.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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46. I highly value diversity of perspectives and opinions.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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47. I see a conflict or a problem as an opportunity to find a new solution.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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48. I encourage people to make decisions based on facts.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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Change Orchestration

Change Orchestration looks at how well you anticipate and plan for future change and then manage

yourself and others to handle it well. It asks the question: "How effectively do you manage personal and widespread change in order to actively steer the process to positive and beneficial ends?"

49. I look for opportunities to use "step-change" interventions and continuous improvements.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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50. I break projects down into manageable components.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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51. I try to manage risks.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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52. I prefer to prepare a justification-and-impact report for significant change projects.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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53. I plan well ahead so that there are few surprises.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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54. I believe that it is critical to discuss how every individual will benefit from a project.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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55. I think about potential adverse reactions, and plan how to deal with them.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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56. My own behavior is adaptable and flexible to changing needs.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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57. I make sure that effective contingency plans are designed and made available.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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58. I review and revise the assumptions that underlie any significant change plan.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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59. I tackle resistance to change quickly and fairly.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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60. I look for opportunities to recognize and celebrate successful change.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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People Enablement

People Enablement looks at the extent to which you trust, coach, and guide people in order to influence

and help them control their own destiny through their own efforts. It asks the question: "How well do you empower individuals and teams so that they believe that the consequences of their actions are their own?"

61. I encourage people to come up with their own conclusions.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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62. I try to actively catch people doing something right and encourage them.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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63. I help and encourage people to take on tasks and goals that will challenge them.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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64. I create opportunities for people with leadership potential to take risks and test their competencies.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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65. I work with the people I lead to help them create individual development plans.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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66. I know the capabilities of every person I lead.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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67. I give people plenty of room to stretch themselves and learn different skills.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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68. I believe that networking and relationship-building are key to getting things done.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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69. I follow through on my promises and commitments.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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70. I am someone people feel they can rely on.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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71. I openly recognize other people's strengths and contributions.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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72. I have an "open door" policy to provide any coaching or guidance needed.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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Reciprocal Communication

Reciprocal Communication looks at the extent to which you communicate with economy and clarity and welcome feedback. It asks the question: "How well do you design and send your message and then

attentively listen to people's responses in order to adjust?"

73. I openly demonstrate that I provide and welcome feedback and consider it critical to effective leadership.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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74. I use multiple channels to get messages across to people.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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75. I communicate feelings as well as ideas.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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76. I like to grab people's attention and focus them on the important issues in a discussion.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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77. I am able to get complicated ideas across clearly.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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78. I communicate excitement about future possibilities.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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79. I am good at "reading" other people.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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80. I am appreciated for my direct and clear communication style.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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81. I make sure my deeds match my words.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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82. I listen enthusiastically and positively.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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83. I encourage people to speak their minds openly and to share their concerns.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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84. I spend a lot of time checking my understanding and that of others.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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Drive and Persistence

Driving Persistence looks at the extent to which you tenaciously stay on track and maintain a persistent focus on your goals. It asks the question: "How relentlessly do I pursue my targets, even in the face of

challenge and/or adversity?"

85. I do not get discouraged, even when things get difficult.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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86. I have the courage of my convictions.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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87. I am passionate about some causes.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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88. I think that little of substance is ever achieved without consistant enthusiasm.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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89. People would describe me as being results-oriented.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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90. I believe that people can move mountains if they try.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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91. I am an assertive person.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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92. I constantly work to improve myself.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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93. I don't give up easily, even when the going is hard.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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94. I challenge mediocrity whenever and wherever it is in evidence.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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95. It is okay to fail, as long as you have given your best.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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96. People who know me well would say I am stubborn in a healthy way, and tenacious.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always	<input type="radio"/>	N/A
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