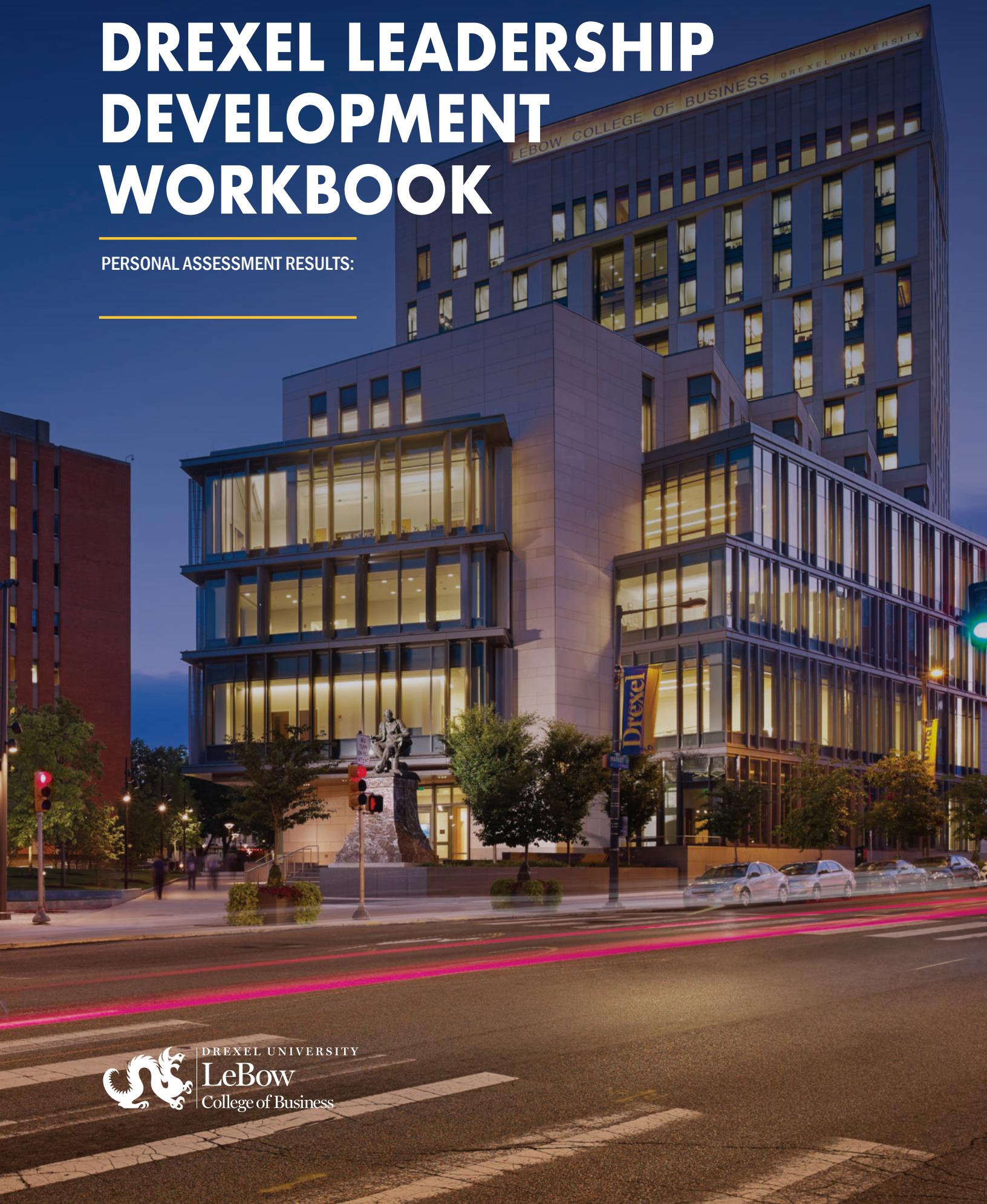


# DREXEL LEADERSHIP DEVELOPMENT WORKBOOK

PERSONAL ASSESSMENT RESULTS:

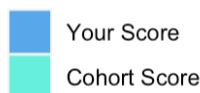




# ***I. Influence-Focused Assessments***

## Attitude and Motivation Towards Leading

<b>Motivation to Lead: Affective-Identity</b> <p><i>An individual's motivation to lead based on positive associations and feelings.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I am the type of person who likes to be in charge of others.</li></ul>	<b>Motivation to Lead: Social-Normative</b> <p><i>An individual's motivation to lead based on a sense of duty or responsibility</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I feel that I have a duty to lead others if I am asked.</li></ul>
<b>Motivation to Lead: Non-Calculative</b> <p><i>An individual's motivation to lead based on an assessment of costs and benefits.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I would lead others even if there are no benefits with that role.</li></ul>	<b>Leader Self-Efficacy</b> <p><i>The degree to which one believes that s/he can be an effective leader.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I am confident in my ability to influence a team I lead.</li></ul>



## Leadership Abilities

<b>Leadership: Motivation</b> <p><i>Establishing clear direction by setting challenging goals, providing constructive feedback and support, and recognizing others for their contributions.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I find ways to make my work and others' work more enjoyable.</li></ul>	<b>Leadership: Social Influence</b> <p><i>Communicating in a manner that is persuasive but not domineering and helps leaders to build effective working relationships.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I am able to persuade other people and change their opinions.</li></ul>
<b>Leadership: Managing Conflict</b> <p><i>Identifying and working to resolve tensions that arise both within and between groups</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• People seek my advice and help in resolving conflicts.</li></ul>	<b>Leadership: Working in Teams</b> <p><i>Building a supportive team climate by ensuring that members are well-informed and encouraging initiative and mutual respect.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• When working in a team, I make sure everybody is kept informed and in the loop.</li></ul>



## Empowering Leadership

<p><b>Leads by Example</b></p> <p><i>Demonstrating a personal commitment to excellence by setting high personal standards, actively working to achieve those standards and holding one's self accountable.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I set a high standard for performance by my own behavior.</li></ul>	<p><b>Participative Decision-Making</b></p> <p><i>Seeking and using information and inputs from others when making decisions.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I encourage team members to express ideas/suggestions.</li></ul>
<p><b>Coaching</b></p> <p><i>Educating team members to help them become self-reliant and achieve their developmental potential.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I help team members identify areas where they need more training.</li></ul>	



## Empowering Leadership

Informing	Showing Concern & Team Interaction
<p><i>Disseminating company-wide information regarding the mission, vision, and strategic priorities.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I explain company goals to team members.</li></ul>	<p><i>Interfacing with the team on a regular basis in a manner that demonstrates concern for members' well-being and interest in their development.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I patiently discuss team members' concerns.</li></ul>



## Leadership Styles

Visionary Leadership	Meaning-Based Leadership
<p><i>Communicating one's own vision for the team and influencing the team to work towards that vision.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>I frequently communicate an image of what my team should look like in the future.</li></ul>	<p><i>Clearly communicating the value of the team's work - why they do what they do, and which purpose is served by their work.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>I talk about values that underlie our work objectives.</li></ul>



### **Reflections on Influence**

- A. Reflect on your scores. What do they mean? How important are these dimensions in your current position?
- B. Do the scores fit your expectations? What surprises you?
- C. How do these dimensions fit into your development plan? Do you want to develop these areas? How will you benefit from developing these competencies?

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## ***II. Knowledge Sharing and Collaboration-Focused Assessments***

## Knowledge Sharing

<b>Psychological Safety</b> <p><i>A belief that one's team is safe for interpersonal risk taking without fear of embarrassment, rejection, or punishment.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• Members of this team are able to bring up problems and tough issues.</li></ul>	<b>Trust</b> <p><i>The extent to which members believe act in ways that support the interests of the team.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I know I can count on the other team members.</li></ul>
<b>Team Knowledge Sharing</b> <p><i>The degree to which team members share their unique knowledge and expertise to contribute to high group performance.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• Employees share their special knowledge and expertise with one another.</li></ul>	<b>Information Elaboration</b> <p><i>Actively exchanging information and perspectives among team members coupled with personal processing of the information and perspectives.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• When working with my team, things were said that gave me new ideas.</li></ul>



## Political Skills

<p><b>Networking Abilities</b></p> <p><i>Investing time and effort to develop relationships and leveraging these relationships to gain access to resources and opportunities, build alliances, and provide support to others.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I spend a lot of time and effort at work networking with others.</li></ul>	<p><b>Interpersonal Influence</b></p> <p><i>Possessing a subtle and convincing personal style that exerts an influence on others.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• It is easy for me to develop a good rapport with most people.</li></ul>
<p><b>Social Astuteness</b></p> <p><i>Being an astute observer of others to understand social situations and make accurate interpretations of others' behavior.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I have good intuition or savvy about how to present myself to others.</li></ul>	<p><b>Apparent Sincerity</b></p> <p><i>Portraying one's self to others in a manner that conveys authenticity, genuineness, and integrity</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I try to show a genuine interest in other people.</li></ul>



## Attitudes Towards Others

### Cooperation

*Working with others to achieve a common purpose or objective.*

Sample item:

- I support and give credit to team members.



## Teaming Approach and Skills

Team-Member Exchange	Shared Leadership
<p><i>The quality of reciprocal relationships with other team members with respect to the exchange of ideas and information, and giving and receiving feedback, assistance, and recognition.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• In busy situations, how often do other team members ask you to help out?</li></ul>	<p><i>Leadership enacted by multiple team members rather than a single individual.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• Multiple team members engage in leadership roles.</li></ul>



## Creativity

*Developing new ideas and new ways of doing things.*

Sample item:

- I suggest new ways to achieve goals or objectives.



## **Reflections on Collaboration and Knowledge Sharing**

- A. Reflect on your scores. What do they mean? How important are these dimensions in your current position?
- B. Do the scores fit your expectations? What surprises you?
- C. How do these dimensions fit into your development plan? Do you want to develop these areas? How will you benefit from developing these competencies?

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### ***III. Awareness-Focused Assessments***

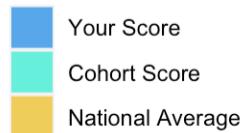
## Resistance to Change

Routine Seeking	Emotional Reaction
<p><i>The behavioral component - indicates an individual's inclination to adopt routines.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>Once I've come to a conclusion, I'm not likely to change my mind.</li></ul>	<p><i>An affective component - indicates the amount of stress and uneasiness induced by change.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>When I am informed of a change of plans, I tense up a bit.</li></ul>



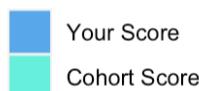
## Attitudes

Perspective Taking	Proactive Personality
<p><i>Adopting the viewpoints of others in an attempt to understand their beliefs, values, and unique circumstances.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• At work, I regularly seek to understand others' viewpoints.</li></ul>	<p><i>A personality trait that captures one's tendency to be relatively unconstrained by situational forces and to effect environmental change.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• If I see something I don't like, I fix it.</li></ul>



## Emotional Intelligence

<b>Self-Emotion Appraisal</b> <p><i>An individual's capacity to understand his/her emotions and to be able to exhibit these emotions.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I have a good sense of why I have certain feelings most of the time.</li></ul>	<b>Others'-Emotion Appraisal</b> <p><i>An individual's ability to identify and understand the emotions of people around them.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I am sensitive to the feelings and emotions of others.</li></ul>
<b>Use of Emotion</b> <p><i>The ability of individuals to utilize their emotions by aligning emotions with productive activities.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I always set goals for myself and then try my best to achieve them.</li></ul>	<b>Emotional Regulation</b> <p><i>An individual's ability to manage his or her emotions.</i></p> <p>Sample item:</p> <ul style="list-style-type: none"><li>• I am able to control my temper and handle difficulties rationally.</li></ul>



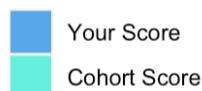
## Reflections on Awareness

- A. Reflect on your scores. What do they mean? How important are these dimensions in your current position?
  - B. Do the scores fit your expectations? What surprises you?
  - C. How do these dimensions fit into your development plan? Do you want to develop these areas? How will you benefit from developing these competencies?

## ***IV. Values-Focused Assessments***

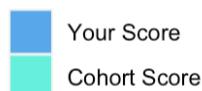
## Values

<b>Altruism</b>  <i>The degree to which an individual values selflessness and showing concern for others' well-being.</i>  Sample item: <ul style="list-style-type: none"><li>• Making the world a better place.</li></ul>	<b>Pay</b>  <i>The degree to which an individual values a high level of compensation.</i>  Sample item: <ul style="list-style-type: none"><li>• Salary level.</li></ul>
<b>Relationships</b>  <i>The degree to which an individual values the development of close ties with coworkers.</i>  Sample item: <ul style="list-style-type: none"><li>• Forming relationships with coworkers.</li></ul>	<b>Security</b>  <i>The degree to which an individual values the stability of their employment.</i>  Sample item: <ul style="list-style-type: none"><li>• Certainty in keeping my job.</li></ul>



## Values

<b>Authority</b>  <i>The degree to which an individual values clear and distinct reporting relationships.</i>  Sample item: <ul style="list-style-type: none"><li>• A clear chain of command.</li></ul>	<b>Variety</b>  <i>The degree to which an individual values engaging in different tasks each day.</i>  Sample item: <ul style="list-style-type: none"><li>• Do something different every day.</li></ul>
<b>Autonomy</b>  <i>The degree to which an individual values making their own decisions about their work.</i>  Sample item: <ul style="list-style-type: none"><li>• Completing my work in my own way.</li></ul>	<b>Prestige</b>  <i>The degree to which an individual values status and respect from others.</i>  Sample item: <ul style="list-style-type: none"><li>• Gaining respect.</li></ul>



### **Reflections on Values**

- D. Reflect on your scores. What do they mean? How important are these dimensions in your current position?
- E. Do the scores fit your expectations? What surprises you?
- F. How do these dimensions fit into your development plan? Do you want to develop these areas? How will you benefit from developing these competencies?

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# LEADERSHIP DEVELOPMENT PLANNING

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DREXEL UNIVERSITY  
**LeBow**  
College of Business



What do you perceive to be your significant strengths as a leader? What do you need to improve?

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What is your vision for yourself as a leader? What kind of leader do you want to become in the future, or don't want to become? Why?

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What do you need to do differently as a leader in the future?

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What are the most relevant concepts for your future development? Why?

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How do you achieve your goals? What kinds of experiences do you need to add to your leadership portfolio? What experiences will be most valuable?

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To develop as a leader over the next several months, what are your action steps? What practices can you implement? What types of relationships do you need to build?

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