



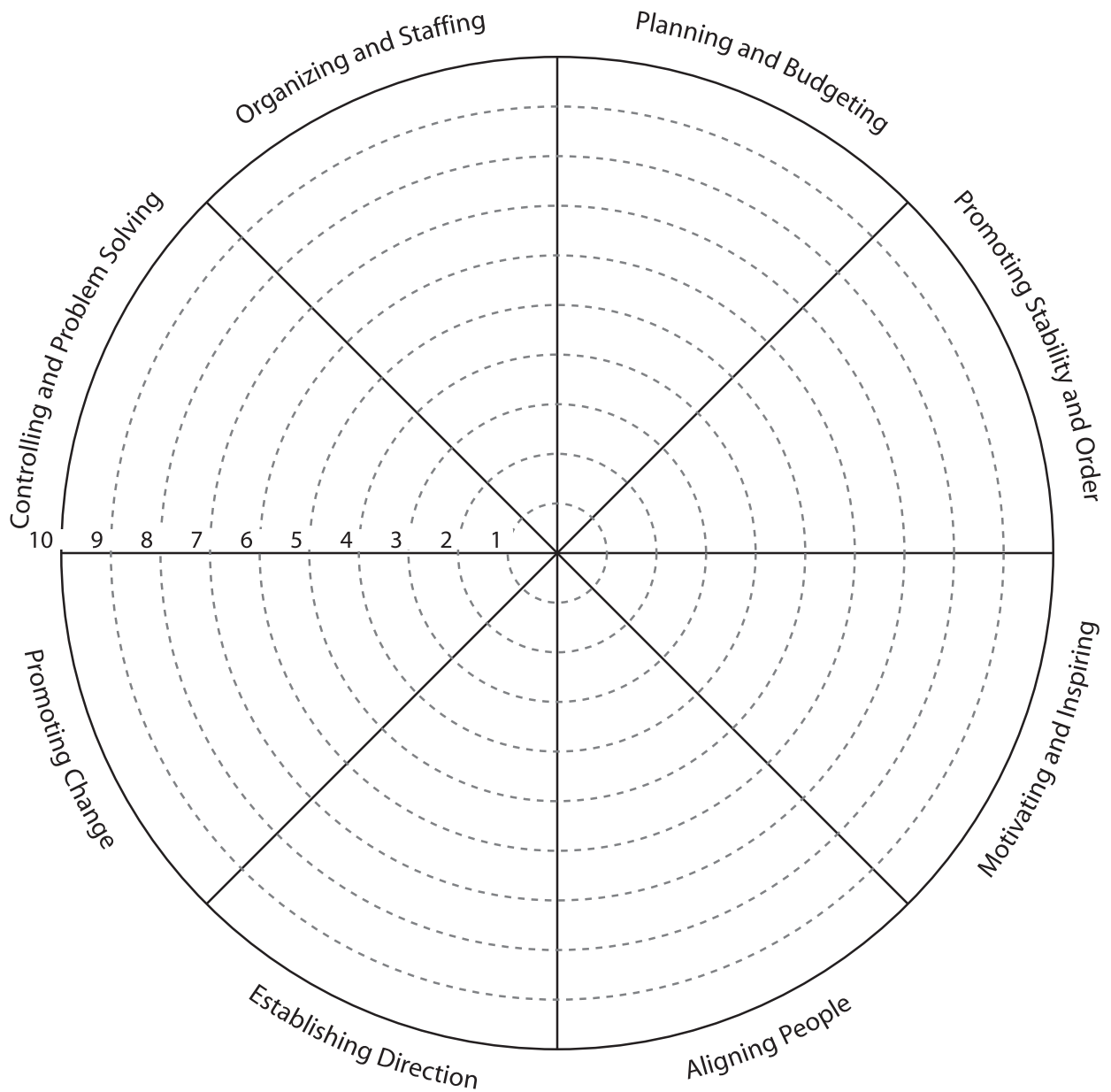
## Management/Leadership Wheel

Name: \_\_\_\_\_

Position: \_\_\_\_\_ Organization: \_\_\_\_\_

Telephone: \_\_\_\_\_ E-mail: \_\_\_\_\_

**INSTRUCTIONS:** On a scale of 0 to 10, score your satisfaction with your abilities in the following areas. Please see a description of each on the following page.



(continued next page)

### *Descriptions of Management/Leadership Abilities*

- *Planning and Budgeting*: Establishing detailed steps and timetables for achieving results and then allocating the resources necessary to make it happen
- *Establishing Direction*: Developing a vision of the future, often the distant future, and strategies for producing the changes needed to achieve that vision
- *Organizing and Staffing*: Establishing a structure for accomplishing plan requirements, staffing that structure with people, delegating authority for carrying out the plan, providing policies and procedures to guide people, and creating methods or systems to monitor implementation
- *Aligning People*: Communicating the direction in words and deeds to all those whose cooperation may be needed so as to create a team that understands the vision and strategies and accepts their validity
- *Controlling and Problem Solving*: Monitoring results in detail, identifying deviations from the plan, and then organizing to solve these problems
- *Motivating and Inspiring*: Energizing people to overcome major political, bureaucratic, and resource barriers to change by satisfying basic, but often unfulfilled, human needs
- *Promoting Stability and Order*: Creating the potential for consistent production of key results
- *Promoting Change*: Creating the potential for production of useful change (such as desired new products)

(Adapted from, John P. Kotter, *A Force for Change, How Leadership Differs From Management*, The Free Press, 1990.)