

# Critical Leadership Skills Survey

## Instructions

In answering these 30 questions, think about your behavior in a particular role or situation. For example, your frame of reference might be:

- The way you demonstrate leadership as the formal head of a group or organization
- Your peer leadership as a member of a work team
- The way you lead and inspire yourself when dealing with personal or professional adversity

Please answer the questions about yourself using the following scoring categories:

1. = Never or almost never true
2. = Seldom true
3. = Sometimes true
4. = Often true
5. = Almost always true

If you have difficulty answering a question, choose the category that comes closest to describing the way you are.

		Never or Almost Never True	Seldom True	Sometimes True	Often True	Almost Always True
1.	You have a clear image of the organization's future direction.	1	2	3	4	5
2.	You use symbols and images to communicate what needs to be done.	1	2	3	4	5
3.	You imbue others with a sense of optimism and self-confidence.	1	2	3	4	5
4.	You maintain stamina with sleep, exercise, and good diet.	1	2	3	4	5
5.	You frequently communicate the importance of team unity.	1	2	3	4	5
6.	You demonstrate a willingness to take on "low status" jobs.	1	2	3	4	5
7.	You diffuse tension by dealing with conflict in small doses.	1	2	3	4	5
8.	You find events to celebrate—even in difficult circumstances.	1	2	3	4	5
9.	You demonstrate a willingness to take appropriate risks.	1	2	3	4	5
10.	You persevere in the face of adversity.	1	2	3	4	5
11.	You clearly communicate the organization's future direction to others.	1	2	3	4	5
12.	You use personal examples to emphasize the importance of key actions.	1	2	3	4	5
13.	You are realistic in assessing your situation (including both threats and opportunities).	1	2	3	4	5
14.	You let go of guilt about mistakes.	1	2	3	4	5
15.	You illustrate ways in which each person's skills contribute to the group.	1	2	3	4	5
16.	You minimize symbols and special privileges that create status differences among team members.	1	2	3	4	5
17.	You avoid needless power struggles by ensuring that people focus on problems rather than personalities.	1	2	3	4	5
18.	You use humor as a device for defusing tension.	1	2	3	4	5
19.	You encourage experimentation with new ideas.	1	2	3	4	5
20.	You communicate a message of hope for the future.	1	2	3	4	5
21.	You direct others' energy toward realistic short-term goals.	1	2	3	4	5
22.	You use metaphor and stories to communicate ideas.	1	2	3	4	5
23.	You consider the merit of contradictory or "negative" views.	1	2	3	4	5
24.	You build renewal and relaxation into your daily life.	1	2	3	4	5
25.	You bring together the entire team for meetings and special events.	1	2	3	4	5
26.	You demonstrate genuine respect and concern for others.	1	2	3	4	5
27.	You maintain contact with "trouble-makers" and dissidents.	1	2	3	4	5
28.	You provide opportunities for regular social activity.	1	2	3	4	5
29.	You emphasize learning from mistakes.	1	2	3	4	5
30.	You encourage people to step back and mobilize their creativity when faced with difficult problems.	1	2	3	4	5

# Scoring Instructions

STEP #1. Record your score for each question below. Each strategy is measured by three questions. Then total the scores for the three questions for each strategy.

Strategy 1: Vision and Quick Victories

Questions	Score
1	
11	
21	
TOTAL	

Strategy 6: Core Team Values

Questions	Score
6	
16	
26	
TOTAL	

Strategy 2: Symbolism and Personal Examples

Questions	Score
2	
12	
22	
TOTAL	

Strategy 7: Conflict

Questions	Score
7	
17	
27	
TOTAL	

Strategy 3: Optimism and Reality

Questions	Score
3	
13	
23	
TOTAL	

Strategy 8: Lighten Up!

Questions	Score
8	
18	
28	
TOTAL	

Strategy 4: Stamina

Questions	Score
4	
14	
24	
TOTAL	

Strategy 9: Risk

Questions	Score
9	
19	
29	
TOTAL	

Strategy 5: The Team Message

Questions	Score
5	
15	
25	
TOTAL	

Strategy 10: Tenacious Creativity

Questions	Score
10	
20	
30	
TOTAL	

# Critical Leadership Skill Profile

STEP #2. Next, plot your profile below, using the “Totals” from Step 1, to create a graph.

15										
10										
5										
1										
	Vision and Quick Victories	Symbolism and Personal Example	Optimism and Reality	Stamina	The Team Message	Core Team Values	Conflict	Lighten Up!	Risk	Tenacious Creativity

## Critical Leadership Skills Analysis Guide

1. Were there any surprises in your profile—low points or high points—that you didn’t understand?
2. If so, examine the individual questions that made up each of the ten dimensions (corresponding to the ten strategies) you have plotted. Does that help explain your profile?
3. Of the ten strategies, which are your strongest or most developed?
4. Which of the strategies need to be strengthened or further developed?