

LESSON FIVE

Practice Exercise

1. Provided for you as a practice exercise is a copy of the leadership self-assessment form used in several Army service schools. Complete the exercise now. Remember what Abraham Lincoln said, "You can fool some of the people some of the time and you may even fool all of the people some of the time, but you can't fool all of the people all of the time." Don't fool yourself. Be honest.
2. Instructions.
 - a. The Leadership Assessment Form contains 36 competency- based performance indicators reflecting skills, knowledge, and attitudes needed to lead effectively. There are five possible responses for each performance indicator. Circle the response you believe best describes how you actually lead.
 - b. Be realistic about selecting your responses. Try to respond to all the performance indicators, but if you feel you cannot assess a particular area, leave the answer space blank. Do not send your response sheet in to be graded, it is for your use only.
3. Before you start, review the nine leadership competencies.

COMMUNICATIONS: The oral or written presentation of information, concepts, and ideas from one person to another. Effective communications is easy to understand, serves the purpose and is appropriate for the audience.

SUPERVISION: Coordinating, directing, delegating, and evaluating the efforts of subordinates. Includes problem analysis to determine how much supervision is required.

TEACHING AND COUNSELING: Improving performance by helping subordinates overcome problems, increase knowledge, and develop their skills.

SOLDIER TEAM DEVELOPMENT: Taking care of subordinates in order to conserve and build spirit and confidence. This develops subordinates who understand the importance of followership and supporting the chain of command.

TECHNICAL AND TACTICAL PROFICIENCY: Possessing the knowledge and skills needed to train subordinates and maintain equipment. Leaders must have the physical stamina needed to motivate others toward mission accomplishment under difficult situations.

DECISION-MAKING: Leaders must analyze problems, use sound judgment, and be decisive in thought and action. The goal is to make high-quality decisions at the lowest possible level.

PLANNING: Forecasting, setting goals and objectives, development strategies, establishing priorities, sequencing, timing, and organizing.

USE OF AVAILABLE SYSTEMS: Using computers, analytical techniques, and other technological means to manage information and ensure effective administrative control.

PROFESSIONAL ETHICS: Setting the example of loyalty to the nation, the Army and the unit; duty; selfless service; and integrity.

SELF ASSESSMENT

PERFORMANCE INDICATORS

Read the following numbered statements (1-36). Circle the number (1-5) indicating how strongly you agree or disagree.

1	2	3	4	5
STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	STRONGLY AGREE	AGREE

TECHNICAL AND TACTICAL PROFICIENCY

- 1. I set high performance standards. 1 2 3 4 5
- 2. I am competent in the skills required of my MOS or basic branch. 1 2 3 4 5
- 3. I work hard to improve technical and tactical knowledge. 1 2 3 4 5
- 4. I am technically and tactically proficient. 1 2 3 4 5

COMMUNICATIONS

- 5. When speaking, I explain ideas and concepts so that they are easily understood. 1 2 3 4 5
- 6. I listen closely to others and pay attention to what they say. 1 2 3 4 5
- 7. I write effectively and am able to organize and explain thoughts clearly. 1 2 3 4 5
- 8. I convey appropriate excitement and enthusiasm that motivates my subordinates. 1 2 3 4 5

1	2	3	4	5
STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	STRONGLY AGREE	AGREE

PROFESSIONAL ETHICS

- | | | | | | |
|--|---|---|---|---|---|
| 9. I accept responsibility for my decisions and the impacts they have on others. | 1 | 2 | 3 | 4 | 5 |
| 10. I am a credible role model and set the proper example for others. | 1 | 2 | 3 | 4 | 5 |
| 11. I demonstrate moral courage; do what ought to be done; stand firm on my values, moral principles, and convictions. | 1 | 2 | 3 | 4 | 5 |
| 12. I am open, honest, and candid when dealing with others. | 1 | 2 | 3 | 4 | 5 |

PLANNING

- | | | | | | |
|--|---|---|---|---|---|
| 13. I am proficient in developing courses of action, scheduling, and organizing. | 1 | 2 | 3 | 4 | 5 |
| 14. I establish clear priorities and goals. | 1 | 2 | 3 | 4 | 5 |
| 15. I am flexible, able to handle uncertainty and do not become frustrated easily. | 1 | 2 | 3 | 4 | 5 |
| 16. I ensure others help me develop plans when appropriate. | 1 | 2 | 3 | 4 | 5 |

USE OF AVAILABLE SYSTEMS

- | | | | | | |
|---|---|---|---|---|---|
| 17. I actively seek information needed to solve problems or develop recommendations. | 1 | 2 | 3 | 4 | 5 |
| 18. I know how to organize things so that information flows efficiently throughout the squad or section. | 1 | 2 | 3 | 4 | 5 |
| 19. I know how to use analytical techniques to solve problems or arrive at conclusions. | 1 | 2 | 3 | 4 | 5 |
| 20. I skillfully estimate the time required to accomplish tasks and effectively manage time and competing priorities. | 1 | 2 | 3 | 4 | 5 |

1	2	3	4	5
STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	STRONGLY AGREE	AGREE

DECISION MAKING

- | | | | | | |
|---|---|---|---|---|---|
| 21. I know what decisions to make and what decisions to delegate to subordinates. | 1 | 2 | 3 | 4 | 5 |
| 22. I skillfully build commitment for the decisions I make. | 1 | 2 | 3 | 4 | 5 |
| 23. I include others in the decision-making process when appropriate. | 1 | 2 | 3 | 4 | 5 |
| 24. I develop creative and imaginative solutions when faced with unfamiliar problems. | 1 | 2 | 3 | 4 | 5 |

TEACHING AND COUNSELING

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|--|---|---|---|---|---|
| 25. I understand and accept my responsibility to teach, coach, and counsel. | 1 | 2 | 3 | 4 | 5 |
| 26. I am an effective teacher. | 1 | 2 | 3 | 4 | 5 |
| 27. I demonstrate the patience and concern necessary to be an effective counselor. | 1 | 2 | 3 | 4 | 5 |
| 28. I use good judgment with personal information and maintain confidentiality when appropriate. | 1 | 2 | 3 | 4 | 5 |

SUPERVISION

- | | | | | | |
|--|---|---|---|---|---|
| 29. I give clear and concise directions; others know what to do after receiving my instructions. | 1 | 2 | 3 | 4 | 5 |
| 30. I do not over-supervise or "micromanage." | 1 | 2 | 3 | 4 | 5 |
| 31. I do not under-supervise or give too little guidance. | 1 | 2 | 3 | 4 | 5 |
| 32. I know how to evaluate performance to see if standards are being met. | 1 | 2 | 3 | 4 | 5 |

1	2	3	4	5
STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	STRONGLY AGREE	AGREE

SOLDIER TEAM DEVELOPMENT

- | | | | | | |
|---|---|---|---|---|---|
| 33. My actions lend to developing a healthy leadership climate. | 1 | 2 | 3 | 4 | 5 |
| 34. I ensure others receive credit for their contributions and accomplishments. | 1 | 2 | 3 | 4 | 5 |
| 35. I accept the honest mistake of others as a normal part of learning. | 1 | 2 | 3 | 4 | 5 |
| 36. I develop others by willingly sharing my experience and expertise. | 1 | 2 | 3 | 4 | 5 |