



LEADERSHIP COMPETENCY INVENTORY

The Executive Group

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LEADERSHIP COMPETENCY INVENTORY

BUSINESS KNOWLEDGE – Demonstrates knowledge of organization business strategies, structure, technologies, culture, and systems.

COMPETENCY/DESCRIPTORS	WHEN COMPETENCY ABSENT	WHEN COMPETENCY IS OVERUSED
<p><u>Organizational Awareness</u></p> <ul style="list-style-type: none"> • Understands how the business is run and where it is going • Can get things done at various organizational levels • Can use both formal channels and informal networks to accomplish tasks • Understands the organization's culture and priorities • Crafts approaches that are viewed as appropriate and positive • Understands the inter-relationships between functional and enterprise operations 	<ul style="list-style-type: none"> • Unable to accomplish tasks • Unable to rely on others within the organization to accomplish tasks • Unable to “fit in” with Corporate culture • Has difficulty understanding the business and the inter-relationships between functional and enterprise operations 	<ul style="list-style-type: none"> • Tries too hard to fit in • Does not get anything accomplished without going through committees
<p><u>Financial Knowledge</u></p> <ul style="list-style-type: none"> • Draws accurate conclusions from financial and other quantitative information • Uses quantitative data that relate to his/her area of the business • Establishes and maintains a realistic budget • Is aware of costing and accounting principles that relate to his/her area of business 	<ul style="list-style-type: none"> • Weak quantitative skills • Unable to establish and maintain a realistic budget • Does not understand accounting principles as they relate to his/her area of business • Too focused on costs and short-range non-enterprise decisions 	<ul style="list-style-type: none"> • Only makes decisions based on financial impact – does not see the bigger picture • Makes choices on subjective issues by artificially imposing dollars or numbers
<p><u>Industry Knowledge</u></p> <ul style="list-style-type: none"> • Knows the strengths and weaknesses of competitors • Stays informed about industry practices and new developments • Understands market dynamics that impact the business 	<ul style="list-style-type: none"> • Does not understand who our competitors are • Does not understand how market impacts the business 	
<p><u>Customer Focus</u></p> <ul style="list-style-type: none"> • Anticipates and meets internal and external customer needs in a timely manner • Continually searches for ways to improve customer service • Seeks feedback from customers • Provides solutions that go beyond existing products, processes, or services • Establishes and maintains effective relations with customers and gains their trust/respect 	<ul style="list-style-type: none"> • Constantly reacting to customer needs rather than being proactive • Does not ask for feedback from customers • Not responsive to customer needs • Does not act in a way that enables him/her to gain customers' respect/trust 	<ul style="list-style-type: none"> • Solutions/services provided to customers are not cost effective for the Company

LEADERSHIP COMPETENCY INVENTORY

THINKING – Demonstrates innovative thinking and judgment to evaluate situations and solve problems.

COMPETENCY/DESCRIPTORS	WHEN COMPETENCY IS ABSENT	WHEN COMPETENCY IS OVERUSED
<p><u>Decisive</u></p> <ul style="list-style-type: none"> • Considers alternative solutions before making decisions • Comes to a decision at the right time • Makes sound decisions based on adequate information • Makes decisions in the face of uncertainty • Decisions have lasting value/benefit • Decisions demonstrate technical, business, and cultural understanding • Makes quick decisions when needed, even without complete information 	<ul style="list-style-type: none"> • Indecisive • Unable to make decisions • Unable to make decisions quickly • Too rapid or overweighs one area of information • Too easily influenced by others 	<ul style="list-style-type: none"> • Unable to put a decision aside long enough for reflection, consideration and intuition to play a role
<p><u>Deals with Ambiguity</u></p> <ul style="list-style-type: none"> • Manages projects/situations without detailed direction/guidance • Deals with abstract concepts and complexity comfortably • Identifies additional information pertinent to the situation • Sees relationship in seemingly unrelated data • Can effectively cope with change • Can shift gears comfortably • Can decide and act without having the total picture • Isn't upset when things are up in the air • Doesn't have to finish things before moving on • Can comfortably handle risk and uncertainty 	<ul style="list-style-type: none"> • May not do well on fuzzy problems with no clear solution or outcome • Lack of initiative when dealing with abstract or complex concepts • Unable to rebound from obstacles • Not comfortable with change or uncertainty • May prefer more data than others, and structure over uncertainty • Prefers things tacked down and sure • Less efficient and productive under ambiguity • Too quick to close • May have a strong need to finish everything • May like to do things the same way time after time 	<ul style="list-style-type: none"> • May make simple issues complex and over-complicate things • May move to conclusions without enough data • May fill in gaps by adding things that aren't there • May frustrate others by not getting specific enough • May undervalue orderly problem solving • May reject precedent and history • May err toward the new and risky at the expense of proven solutions
<p><u>Continuously Learns</u></p> <ul style="list-style-type: none"> • Quickly and thoroughly grasps new ideas and concepts • Attends courses, classes and seminars • Is persistent at acquiring new learning • Modifies behaviors based on experiences 	<ul style="list-style-type: none"> • Does not attend courses, classes and seminars • Does not modify behaviors based on experience – continues to make the same mistakes 	<ul style="list-style-type: none"> • Constantly acquiring new learning to the point where does not get work done
<p><u>Cognitive Ability</u></p> <ul style="list-style-type: none"> • Looks beyond the obvious and seeks multiple answers • Moves easily from visionary thinking to execution • Systematically connects processes, events and systems 	<ul style="list-style-type: none"> • Unable to look beyond the obvious • Rarely seeks multiple answers – typically seeks a single answer to a problem • Has difficulty executing ideas • Unable to connect processes, events and systems 	<ul style="list-style-type: none"> • Overly cerebral – thinks more than acts • Has difficulty executing • Intellectualizes and expounds on single concepts
<p><u>Innovative</u></p> <ul style="list-style-type: none"> • Approaches situations with curiosity and open-mindedness • Generates innovative ideas and solutions to problems • Stimulates creative ideas from others 	<ul style="list-style-type: none"> • Rarely has innovative ideas • Resists new ideas or concepts • Insists on staying with that exists now • Does not think "outside the box" 	<ul style="list-style-type: none"> • Ideas are so innovative that they are not practical

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THINKING – Demonstrates innovative thinking and judgment to evaluate situations and solve problems.

COMPETENCY/DESCRIPTORS	WHEN COMPETENCY IS ABSENT	WHEN COMPETENCY IS OVERUSED
<p><u>Solutions-Oriented</u></p> <ul style="list-style-type: none"> • Focuses on solving problems • Looks beyond immediate problems and focuses on wider implications • Uses rigorous logic and methods to solve problems • Strives for the simplest solution that meets objectives • Explores solutions from a wide range of perspectives 	<ul style="list-style-type: none"> • Does not look beyond immediate problems • Seems to solve problems without logic • Does not concentrate on results 	

LEADERSHIP COMPETENCY INVENTORY

INTERPERSONAL – Builds effective business relationships while demonstrating respect for individuals.

COMPETENCY/DESCRIPTORS	WHEN COMPETENCY ABSENT	WHEN COMPETENCY IS OVERUSED
<p><u>Approachability</u></p> <ul style="list-style-type: none"> • Maintains even emotional keel • Puts others at ease • Makes self available to others • Demonstrates patience in dealing with others • Able to build rapport • Perceived as pleasant • Sensitive to problems of others 	<ul style="list-style-type: none"> • Perceived as inaccessible; unapproachable • Does not make others feel comfortable • Impatient • Unavailable to others; too busy • Lacks empathy 	<ul style="list-style-type: none"> • Too sensitive when dealing with others • Too eager to please • Easily swayed to group pressure or to avoid conflict
<p><u>Presence</u></p> <ul style="list-style-type: none"> • Interacts confidently with a wide range of people • Presents a positive professional appearance • Converses on a wide range of subjects • Socially adept • Self-assured • Displays proper etiquette • Does not draw unnecessary attention to self 	<ul style="list-style-type: none"> • Draws unnecessary attention to self • Unable to converse on multiple subjects • Has difficulty interacting with a wide range of people • Clumsy, inappropriate with others socially 	<ul style="list-style-type: none"> • Constantly concerned with social appearances to the point that makes others uncomfortable, intimidated
<p><u>Humor</u></p> <ul style="list-style-type: none"> • Displays appropriate humor in the workplace • Can laugh at self • Does not use humor in an abusive fashion • Can use humor to ease a tense situation 	<ul style="list-style-type: none"> • Uses humor in an abusive fashion (tells offensive jokes, excessively mocks an individual in the presence of others) • Unable to use humor to ease tension 	<ul style="list-style-type: none"> • Unable to take seriously because makes a joke out of everything
<p><u>Respect</u></p> <ul style="list-style-type: none"> • Displays respect for all individuals • Shows genuine compassion and concern for others • Has realistic trust in others • Understands, accepts and adapts to individual differences • Draws on the unique perspective of others • Concerned about work/non-work problems of people • Treats others fairly 	<ul style="list-style-type: none"> • Does not show respect for others • Does not treat others fairly – favors certain associates to others • Does not appear to accept or adapt to individual differences • Is not understanding to associates when they have a problem either related to or outside of work 	<ul style="list-style-type: none"> • Unable to make decisions/take actions because places too much emphasis on individual's feelings • Overly involved with personal lives of associates
<p><u>Conflict Resolution</u></p> <ul style="list-style-type: none"> • Effectively and positively confronts others on relevant issues • Resolves difficult situations while minimizing hurt feelings • Changes approaches to best resolve conflict • Seeks to understand all points of view • Understands ramifications of decisions • Identifies the important components of an issue 	<ul style="list-style-type: none"> • Does not show respect for others • Does not treat others fairly • Does not seek to understand all points of view • Appears not to have thought through impact of decisions 	<ul style="list-style-type: none"> • Unable to resolve situations because tries to please everyone involved • Spends an inordinate amount of time resolving minor conflicts

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PERSONAL – Has the internal characteristics to accomplish goals.

COMPETENCY/DESCRIPTORS	WHEN COMPETENCY IS ABSENT	WHEN COMPETENCY IS OVERUSED
<p><u>Drive to Accomplish</u></p> <ul style="list-style-type: none"> • Proactively seeks next task or job • Conveys productive sense of urgency • Takes calculated risks within appropriate boundaries • Persists in the face of obstacles • Seizes opportunities when they arise 	<ul style="list-style-type: none"> • Waits to be told what to do next • Lack of initiative • Gives up when faces an obstacle 	<ul style="list-style-type: none"> • May “cut corners” to get work done fast • Takes too many risks • Takes on too many tasks – may make it difficult to accomplish any one well • Always looking to be seen and hogs limelight
<p><u>Maturity</u></p> <ul style="list-style-type: none"> • Reacts appropriately and keeps matters in perspective • Remains within the boundaries of acceptable behavior and can control own actions • Resilient with good emotional balance and composure under pressure or stress • Is appropriately tolerant of people and processes 	<ul style="list-style-type: none"> • Overly emotional when under pressure or stress • Unable to control own actions • Flip or inappropriate with important issues 	<ul style="list-style-type: none"> • Does not have fun • Shows little emotion • Always serious and somber
<p><u>Self Awareness</u></p> <ul style="list-style-type: none"> • Knows personal strengths and weaknesses • Believes in self and own ability to have an impact • Can put matters in perspective and not unduly personalize them • Willing to accept consequences of own actions • Can talk openly about short-comings • Admits mistakes and learns from them • Shares views about personal strengths • Open about personal beliefs • Watches others for reactions and acts appropriately • Committed to personal development • Works to compensate for limitations • Open to constructive feedback without being defensive 	<ul style="list-style-type: none"> • Is not aware of personal strengths and weaknesses • Unable to talk openly about short-comings • Often takes things personally • Becomes overly defensive when receiving feedback • Low insight into self and others • Blames others for events and shortcomings • Rarely takes a training course or reads for personal development 	<ul style="list-style-type: none"> • Constantly seeks feedback to the point where unable to accomplish much without input from others • Excessive conservation about self – over analyzing

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COMMUNICATION – Effectively conveys and receives information through listening, speaking, and writing skills.

COMPETENCY/DESCRIPTORS	WHEN COMPETENCY IS ABSENT	WHEN COMPETENCY IS OVERUSED
<p><u>Listening</u></p> <ul style="list-style-type: none"> • Listens attentively and actively • Effectively receives feedback • Seeks to understand the position of others • Allows others to fully communicate their points or issues • Appropriately questions to further understanding 	<ul style="list-style-type: none"> • Interrupts frequently • Does not clarify other's positions • Perceived as not paying attention • Holds "side bar" conversations while others are talking • Is not open to feedback from others 	<ul style="list-style-type: none"> • Does not add to conversations • Overly solicits feedback from others (does not make decisions/take actions without input from others)
<p><u>Feedback</u></p> <ul style="list-style-type: none"> • Provides honest and constructive feedback • Provides feedback in a timely fashion • Communicates clearly when results are not meeting expectations • Conveys expectations for assignments 	<ul style="list-style-type: none"> • Provides unhelpful, damaging feedback • Does not appropriately convey expectations for assignments • Does not provide feedback when expectations are not met 	<ul style="list-style-type: none"> • Constantly criticizes others • Spends too much time giving feedback
<p><u>Oral Presentation</u></p> <ul style="list-style-type: none"> • Delivers clear, well-organized communications • Demonstrates poise in group situations • Speaks clearly and concisely • Simplifies key points to improve understanding 	<ul style="list-style-type: none"> • Presentations are not well-organized • Appears nervous during presentations • Unconvincing through communications • Poor speech techniques • Unable to hold attention of audience 	
<p><u>Influence</u></p> <ul style="list-style-type: none"> • Seeks to persuade others without damaging relationship • Negotiates persuasively • Builds consensus • Motivates others to take action • Influences decisions of superiors • Provides compelling reasons and ideas • Provides information necessary for people to make decisions 	<ul style="list-style-type: none"> • Unconvincing through communications • Unable to build consensus • Has difficulty influencing/motivating others • Uses force and aggressiveness to gain compliance 	<ul style="list-style-type: none"> • Unable to make decisions/take actions without attempting to persuade others • Makes most situations negotiations
<p><u>Written Communication</u></p> <ul style="list-style-type: none"> • Expresses thoughts clearly and concisely in written form • Puts information in an understandable and concise format • Reviews work to ensure error-free (e.g., typos, grammar) 	<ul style="list-style-type: none"> • Work contains errors • Writing is not concise or well-organized 	

LEADERSHIP COMPETENCY INVENTORY

WORK HABITS – Through productive work habits, demonstrates a sense of urgency that obtains quality results.

COMPETENCY/DESCRIPTORS	WHEN COMPETENCY IS ABSENT	WHEN COMPETENCY IS OVERUSED
<p><u>Results Oriented</u></p> <ul style="list-style-type: none"> • Sets high personal standards of performance • Puts high priority on the bottom line • Plans and executes with purposeful action to complete the objective • Focuses on ways to succeed • Practical results oriented • Seeks to bring about closure • Willing to push others for results • Will sacrifice self interests to obtain a goal 	<ul style="list-style-type: none"> • Does not seem to focus on results • Does not push others/self for results • Does not plan work out to ensure objectives are met • Does not meet deadlines 	<ul style="list-style-type: none"> • Pushes to get things done/accomplish a project regardless of how • Quality suffers due to sense of urgency • Inflexible due to desire to get things done
<p><u>Detail Orientation</u></p> <ul style="list-style-type: none"> • Seeks appropriate amount of data and information to make decisions • Sorts and categorizes information quickly • Does not get bogged down in minutia • Prioritizes data points in decision making process • Identifies quickly what will facilitate and what will block results 	<ul style="list-style-type: none"> • Does not focus on details • Is careless • Has difficulty prioritizing 	<ul style="list-style-type: none"> • Gets bogged down in minutia • Unable to bring projects to closure due to focusing on details
<p><u>Time Management</u></p> <ul style="list-style-type: none"> • Appropriately prioritizes tasks and responsibilities • Consistently meets deadlines • Uses time effectively • Deals effectively with a broad range of activities • Helps others set priorities effectively 	<ul style="list-style-type: none"> • Has difficulty meeting deadlines • Unable to set priorities • Unable to assist others in setting priorities • Unable to manage multiple tasks/activities 	<ul style="list-style-type: none"> • Focuses more on meeting deadlines than quality of work • Spends excess time organizing and scheduling
<p><u>Work/Life Balance</u></p> <ul style="list-style-type: none"> • Able to prioritize personal and work time • Does not allow work time to override personal time and vice versa • Maintains appropriate amount of interest and activities outside of work setting • Has positive perspective of accomplishments in both work and personal life • Understands importance of promoting balance with subordinates • Has mechanisms for relieving work-related stress appropriately 	<ul style="list-style-type: none"> • Unable to balance personal and work time • Does not promote balance to subordinates • Does not have interests and activities outside of work 	<ul style="list-style-type: none"> • Has too many interests/activities outside of work

LEADERSHIP COMPETENCY INVENTORY

WORK HABITS – Through productive work habits, demonstrates a sense of urgency that obtains quality results.

COMPETENCY/DESCRIPTORS	WHEN COMPETENCY IS ABSENT	WHEN COMPETENCY IS OVERUSED
<p><u>Passion</u></p> <ul style="list-style-type: none"> • Exhibits commitment and enthusiasm • Sustains an effort • Increases energy level of those around • Pushes aside set backs 	<ul style="list-style-type: none"> • Does not have a high energy level • Seems apathetic towards work/others • Unable to complete an assignment when it becomes overwhelming/complex 	<ul style="list-style-type: none"> • Overly enthusiastic that it is distracting to others • Carries efforts too far
<p><u>Quality</u></p> <ul style="list-style-type: none"> • Establishes effective and efficient procedures for getting work done • Defines clear expectations for quality • Maintains measurements to ensure standards are met • Uses systems to maintain quality 	<ul style="list-style-type: none"> • Does not adhere to quality standards • Has errors in work 	
<p><u>Manages Effectively Through Systems</u></p> <ul style="list-style-type: none"> • Develops and uses systems to eliminate delays and redundancies • Understands how the organization operates and the nuances of how to achieve results within the organization • Displays good understanding and use of systems available within the organization • Understands policies and their rationales • Manages without face to face contact • Understands cultures within the organization • Takes advantage of new technologies • Comprehends the differences in practice and policies and uses both effectively • Knows when to step outside the system 	<ul style="list-style-type: none"> • Unable to accomplish things within the system/organization • Does not understand policies or why they exist • Has difficulty accomplishing work without delays • Does not know when to step outside of the system • Resists using existing systems 	

LEADERSHIP COMPETENCY INVENTORY

TEAMWORK – Work together to meet customer needs.

COMPETENCY/DESCRIPTORS	WHEN COMPETENCY ABSENT	WHEN COMPETENCY IS OVERUSED
<p><u>Teamwork</u></p> <ul style="list-style-type: none"> • Understands and effectively performs role within a team • Uses team approach to solve problems where appropriate • Clearly defines roles and responsibilities for each team member • Acknowledges and celebrates team success, shares wins • Fosters feelings of belonging to a team • Willing to put good of team ahead of self-interests • Involves others in shaping plans and decisions that affect them • Effectively accepts leadership role when appropriate • Understands roles within a team and appropriately assigns those roles 	<ul style="list-style-type: none"> • Does not act in the best interest of the team • Furthers self interests at the expense of the team • Dominates the team • Solves problems/makes decisions without input from team members • Does not understand role on team or roles of others on team 	<ul style="list-style-type: none"> • Rarely does anything as an individual – leaves every decision up to the team or a group of team members

LEADERSHIP COMPETENCY INVENTORY

LEADERSHIP – The integrity and courage to guide, inspire and influence others toward common goals.

COMPETENCY/DESCRIPTORS	WHEN COMPETENCY ABSENT	WHEN COMPETENCY IS OVERUSED
<p><u>Integrity</u></p> <ul style="list-style-type: none"> • Displays reliability – does what says will do • Accepts accountability for own actions • Others have confidence in the individual's word • Is viewed as trustworthy • Intellectually honest – presents facts in a non-distorted fashion • Adheres to high ethical and moral standards • Consistently reflects corporate values 	<ul style="list-style-type: none"> • Is not honest • Is not viewed as trustworthy • Others do not have confidence in word • Says one thing, does another 	<ul style="list-style-type: none"> • Excessively brings integrity up as a point to be made • Wears it like a badge of honor
<p><u>Flexibility</u></p> <ul style="list-style-type: none"> • Responds to shifting priorities and demands • Recognizes need and demonstrates various behaviors based on the situation • Can be counted on to maintain perspective in difficult circumstances 	<ul style="list-style-type: none"> • Rigid • Unable to change behavior to fit situation • Unable to shift priorities 	<ul style="list-style-type: none"> • Unable to take at stand • Changes perspective with minimal resistance or disagreement
<p><u>Embraces Change</u></p> <ul style="list-style-type: none"> • Initiates change and seeks new challenges • Comfortably handles risk and uncertainty • Elicits and supports the creative ideas of others • Facilitates brainstorming effectively • Learns and develops new skills to adapt to constant change • Questions status quo • Champions change efforts 	<ul style="list-style-type: none"> • Resists change • Suppresses new ideas and different perspectives • Seen as a negative person 	<ul style="list-style-type: none"> • Constantly questions status quo to the point where it is destructive • Changes just for the sake of change and creates costly disruption
<p><u>Courage</u></p> <ul style="list-style-type: none"> • Willing to take unpopular stand if necessary • Operates with a sense of conviction • Willing to take calculated risks • Willing to push own ideas against obstacles 	<ul style="list-style-type: none"> • Unwilling to take risks • Takes uncalculated risks • Does not take unpopular stands • Avoids conflict, disagreement 	<ul style="list-style-type: none"> • Often takes unpopular stands – rarely goes with the group • Takes too many risks • Preaches beliefs to others to the point where some individuals feel uncomfortable

LEADERSHIP COMPETENCY INVENTORY

LEADERSHIP – The integrity and courage to guide, inspire and influence others toward common goals.

COMPETENCY/DESCRIPTORS	WHEN COMPETENCY IS ABSENT	WHEN COMPETENCY IS OVERUSED
<p><u>Strategic</u></p> <ul style="list-style-type: none"> • Translates business/function strategies into clear objectives and tactics • Identifies action steps and accountabilities • Functions from an overall sense of purpose and vision • Future oriented without ignoring the past • Anticipates consequences before action is taken • Creates positive results 	<ul style="list-style-type: none"> • Unable to function from a sense of purpose and vision • Unable to focus on the future while taking into account the past 	<ul style="list-style-type: none"> • So preoccupied with the future that not executing today's tasks
<p><u>Develops Others</u></p> <ul style="list-style-type: none"> • Demonstrates an awareness of the goals and development needs for subordinates • Coaches others in skill development • Provides challenging, stretch assignments to facilitate growth • Provides feedback for development 	<ul style="list-style-type: none"> • Does not provide variety of assignments for subordinates, including stretch assignments • Does not provide feedback • Unable to effectively coach others 	<ul style="list-style-type: none"> • Spends too much time/attention to developing people to the hindrance of completing work assignments
<p><u>Delegating</u></p> <ul style="list-style-type: none"> • Clearly and comfortably delegates both routine and important tasks and decisions • Broadly shares both responsibility and accountability • Tends to trust people to perform • Lets direct reports finish their own work 	<ul style="list-style-type: none"> • Doesn't believe in or trust delegation • Lacks trust and respect in the talent of direct reports • Does most things by him/herself or hoards, keeps the good stuff for him/herself • Doesn't want or know how to empower others • May delegate but micromanages and looks over shoulders • Might delegate but not pass on the authority • May lack a plan of how to work through others • May just throw tasks at people; doesn't communicate the bigger picture 	<ul style="list-style-type: none"> • May over delegate without providing enough direction or help • May have unrealistic expectations for direct reports, or may over structure tasks and decisions before delegating them to the point of limiting individual initiative • May not do enough of the work him/herself

LEADERSHIP COMPETENCY INVENTORY

Leadership Competency Activity

Being able to lead other people toward common objectives is no different than any other discipline or skill. There is a self image tied into becoming a leader. What leaders see and imagine is different than what the average person visualizes.

- Great leaders have to be keyed in to what's in it for everyone involved.
- Great leaders have confidence they can lead and that others will follow.
- Great leaders do while others wait to be told what to do.
- Great leaders love teaching and solving problems.
- Great leaders learn not just from their mistakes but from everyone's mistakes.
- To the greatest leaders, problems are nothing more than speed bumps on the way to their objectives.
- Great leaders aren't workaholics who don't take a break.
- Great leaders enjoy the rewards from their victories and enjoy sharing their success with everyone around them.
- Great leaders have incredibly high standards... they do not settle for mediocrity.

The **Leadership Competency Inventory** on the previous pages examines 8 critical areas of leadership:

- **Business Knowledge**
- **Thinking**
- **Interpersonal**
- **Personal**
- **Communication**
- **Work Habits**
- **Teamwork**
- **Leadership**

This exercise is intended to help you identify your leadership strengths and weaknesses. The analysis will help you map out what you need to do to make targeted improvements to get to the next level.

Look at the competencies in each area. Evaluate your skill in each leadership competency by reading the descriptors, and the pitfalls of when the competency is absent or overused.

Rate your skill level on a scale from **1 - Low** (least competent) to **5 - High** (most competent) for each **underlined competency**. Write your rating to the left of the competency. This rating scale will help you prioritize the competencies you want to work on first.