

Leadership Questionnaire

Please Print Your Name:

There are no 'best' or 'worst' answers in this questionnaire. I am just getting to know a sense of your leadership and work style, etc.

Leadership Questionnaire

Directions For Part A. Using the following competency matrix, please list in Column A below your top 5 professional strengths. In Column B, list your top 5 professional opportunities for development for success in this position.

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| <ul style="list-style-type: none"> 1. Time Management 2. Stress Management 3. Personal Motivation 4. Self Development 5. Emotional Control 6. Self Engagement 7. Working With Feedback 8. Adapting To Change 9. Integrity 10. Initiative 11. Learning Ability 12. Creativity 13. Self Confidence 14. Personal/Professional Balance 15. Perspective 16. Learning Agility 17. Professional Development 18. Internal Awareness 19. Patience 20. Working Independently 21. Confidence 22. Intellectual Capacity 23. Action Management 24. Ambition 25. Resilience 26. Written Communication 27. Verbal Communication 28. Non-Verbal Communication 29. Listening 30. Managing Conflict 31. Relationship Management 32. Engagement With Others | <ul style="list-style-type: none"> 33. Influencing 34. Working With Teams 35. Direct Report Relationships 36. Peer Relationships 37. Upper Management Relationships 38. Handling Difficult Situations 39. Team Participation 40. Presentation Management 41. External Awareness 42. Interpersonal Savvy 43. Social Responsibility 44. Sharing Knowledge 45. Leadership Presence 46. Motivating Others 47. Coaching Others 48. Confronting Direct Reports 49. Leading Teams 50. Working With Boards/Councils 51. Reading People 52. Promoting Initiative 53. Approachability 54. Holding Others Accountable 55. Planning 56. Organization 57. Problem Solving 58. Decision Making 59. Delegation 60. Project Management 61. Safety 62. Process Management 63. Efficiency 64. Demonstrating Commitment | <ul style="list-style-type: none"> 65. Demonstrating Speed As An Advantage 66. Budgeting 67. Managing And Measuring Performance 68. Recruiting/Hiring 69. Flow Of Information 70. Drive For Results 71. Quality Orientation 72. Benchmarking Success 73. Informing Direct Reports 74. Informing Supervisors 75. Recognizing The Need For Change 76. Technical/Operational 77. Organizational Sensitivity 78. Business Acumen 79. Knowing The Business 80. Strategic Thinking 81. Customer Focus 82. Fiscal Management 83. Collaboration With Other Entities 84. Alignment With Organization 85. Managing Risk 86. Attaining Business Solutions 87. Demonstrating Purpose 88. Promoting Diversity 89. Communicating Purpose 90. Managing Through Systems 91. Leading Change 92. Developing Talent 93. Political Savvy 94. Anticipating Customer Needs |
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Column A: Greatest Strengths

Column B: Greatest Opportunities

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Directions For Part B. Please read each statement below and underline all responses that apply for you. In thinking about your answers, if the reaction is 'most of the time', then underline that response. If your response is 'some of the time', perhaps skip that statement and move on. There are no right answers.

1. When operating new equipment for the first time I prefer to...

- a. read the instructions to know what to do
- b. ask for or listen to instructions to know what to do
- c. try working with it on my own and learn by 'trial and error'

2. When lost and trying to get somewhere in a hurry, I...

- a. stop and look at a map or look at a GPS
- b. ask someone to tell me how to get there quickly
- c. follow my instinct and drive until I reach my destination

3. When helping another learn something new, I...

- a. write instructions or show them the written/picture instructions
- b. tell them how to do it step by step
- c. demonstrate how it is done and watch them try to do it

4. I tend to say...

- a. "I see what you mean"
- b. "I hear what you are saying"
- c. "I know how you feel"

5. I tend to say...

- a. "show me"
- b. "tell me"
- c. "let me try it"

6. When complaining about defective merchandise, I tend to...

- a. write a letter or email to the company explaining my frustration
- b. call and talk to someone explaining my frustration
- c. go back to the store and talk to someone face-to-face about my frustration

7. When learning someone's name, I can remember it best if I...

- a. see it or picture it in my mind
- b. hear it or say it to myself several times
- c. write it down

8. When shopping for something important, I generally tend to...

- a. look at the options/product and decide
- b. talk with friends or sales people about the options/product and decide
- c. test it out and then decide

9. When choosing a vacation destination, I tend to...

- a. look at brochures or destinations on the internet
- b. listen to recommendations from people I know or trust
- c. imagine the experience of being different places and then choose

10. When choosing a new car I...

- a. look at cars on brochures, the internet, the road, etc.
- b. talk to people about different cars, listen to engines, etc.
- c. test drive many cars until i find the perfect one

11. When learning something new at work, I prefer to...

- a. watch someone doing it
- b. talk through the process with someone
- c. give it a try and figure it out as i go along

12. I remember things best by...

- a. writing notes or keeping printed details
- b. saying them aloud or repeating words and key points in my head
- c. doing and practicing the activity, or imagining it being done

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Directions For Part C: In each of the five boxes below, determine what three characteristics are most like you (A, B, C, or D) and put a 4 under those characteristics. Then, determine the next three characteristics and put a 3 under those. Do the same for 2 and finally, put a 1 in the box that least describes your personality characteristics. In the Example below: A is most like me and B is least like me.

Sample:

A	B	C	D
Active Opportunistic Spontaneous	Parental Traditional Responsible	Authentic Harmonious Compassionate	Versatile Inventive Competent
Rating: 4	Rating: 1	Rating: 3	Rating: 2

Your Turn

A	B	C	D
Active Opportunistic Spontaneous	Parental Traditional Responsible	Authentic Harmonious Compassionate	Versatile Inventive Competent
Rating:	Rating:	Rating:	Rating:

A	B	C	D
Competitive Speedy Impactive	Practical Sensible Dependable	Unique Empathetic Communicative	Curious Conceptual Knowledgeable
Rating:	Rating:	Rating:	Rating:

A	B	C	D
Realistic Open-Minded Adventurous	Loyal Conservative Organized	Devoted Warm Poetic	Theoretical Seeking Ingenious
Rating:	Rating:	Rating:	Rating:

A	B	C	D
Daring Impulsive Fun	Concerned Procedural Cooperative	Tender Inspirational Dramatic	Determined Complex Composed
Rating:	Rating:	Rating:	Rating:

A	B	C	D
Exciting Courageous Skillful	Orderly Conventional Careful	Vivacious Affectionate Sympathetic	Philosophical Principled Rational
Rating:	Rating:	Rating:	Rating:

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Directions For Part D: Please answer the following questions by typing your responses on a separate sheet. Take as much room as needed.

1. Describe yourself.
2. Why are you interested in this particular professional opportunity?
3. Describe your specific professional strengths and opportunities (areas that need development) in relation to this position.
4. What do you like most in your current work environment and what do you struggle with the most?
5. What is your greatest concern if this position is offered to you?
6. What do you need in a supervisor to be successful? Define the relationship. Also, describe what you don't want in a supervisor?
7. What is your preferred leadership style? Define the relationship you have had with direct reports in the past.
8. At the end of the day, how do you know you've done a good job?
9. Describe what you know/have heard about the City of Champlin. What's good and what may not be so good?

Thank you for your time and effort in completing this Leadership Questionnaire. Please send your completed packet to:

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