



ConvergenceCoaching, LLC

Leadership Attributes Evaluation

Review this list and rank yourself, or the person you're evaluating, on a scale of 1 to 4, where a 1 means the person you are evaluating rarely exhibits that leadership attribute and a 4 means the person you are evaluating almost always exhibits that leadership attribute. Then check your score at the end.

1. This leader is **accountable** in that he or she takes responsibility to report the status of his or her assigned activities, he or she is willing to take responsibility for things that fall into his or her area of responsibility, he or she takes ownership for undesired outcomes for which he or she is responsible and he or she is willing to admit fault.
2. This leader shows **commitment** to do what needs to be done, say what needs to be said and undertake unpleasant activities in an effort to achieve our shared vision and goals.
3. This leader shows **compassion** for the plight of others and works to understand what motivates and drives others so that he or she can support them in meeting his or her individual needs and objectives.
4. This leader displays **confidence** in his or her decisions, people, methods and chosen direction and he or she exhibits a positive, can-do demeanor in his or her work. His or her confidence is evident by what this leader says and what he or she does.
5. This leader acts with **courage** in that he or she is willing to take an unpopular stand, enter into a conflict or act with incomplete information (take risks) to achieve our shared vision and goals.
6. This leader is **decisive** in that he or she is able to make choices in a timely fashion, even among many alternatives, with incomplete information and with differing inputs from others.
7. This leader is **fair** and he or she can be counted on to weigh all of the facts in making decisions, he or she is willing to listen to many inputs and opinions and he or she is careful to acknowledge conflicts of interest and ask for help from others in coming to a conclusion where his or her own self-interest or the interest of someone close to him or her might affect his or her judgment.
8. This leader is **flexible** and he or she is able to adapt to changes in the marketplace, within our firm or office, within clients and projects and with team members without displaying signs of distress or upset. He or she thinks on his or her feet and is able to make changes in his or her plans, behaviors or policies to adapt to a changing environment.
9. This leader **follows through** on his or her commitments, keeping his or her word, researching unknowns and working to resolve outstanding issues for others.
10. This leader displays **honesty** and he or she can be counted on to share the good and the bad, be straight about his or her perceptions and intentions, to keep his or her word and to reset expectations when things he or she has committed to occur cannot occur due to change.
11. This leader acts with **integrity** in that he or she is unwaveringly committed to upholding his or her core values and the core values of the organization and his or her actions reflect this commitment.



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12. This leader is **intuitive** in that he or she exhibits good judgment and weighs qualitative and quantitative inputs and listens to his or her own inner voice when making decisions. This leader's decisions and judgments are frequently on target.
13. This leader **listens** in that he or she focuses on the opinions, feelings, thoughts, ideas and objections of others when expressed, does not cut them off or argue their inputs, but instead allows others to feel heard.
14. This leader shows **ownership** by putting in the necessary amount of time and physical and mental energy to forward or improve the things he or she is responsible for and taking responsibility for the results – both positive and negative.
15. This leader shows **passion** for his or her work and for the mission and vision of the organization. This passion is contagious and motivational.
16. This leader exhibits **positivity** by not complaining, not operating out of fear, and not allowing negative feelings to impact what he or she accomplishes.
17. This leader exhibits **responsibility** in his or her willingness to take ownership of certain departments, clients, projects, assignments or other tasks and he or she is careful to see that intended deliverables and time lines are met.
18. This leader places **trust** in others and he or she demonstrates this by making assignments that challenge his or her teammates, providing latitude and decision making authority to the owners of those assignments, and by choosing the most positive or hopeful interpretation of events when faced with a conflict.
19. This leader displays **vision** in that he or she shares his or her view of what is possible for our practice and for our people and he or she is able to project ideas and concepts of what the future will be like for us and for our clients.
20. This leader displays **vulnerability** in that he or she is willing to admit when he or she is wrong or does not know an answer, admit when he or she is concerned or afraid and will ask for help when they need it.

Scoring:

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| 71-80 | Congratulations to the person being evaluated. He or she most likely exhibits outstanding leadership character. |
| 63-70 | Nice work. This leader is well on his or her way – now he or she should add to his or her leadership foundation and listen carefully to what they can do to add to their leadership character. |



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- 55-62 There are some areas where you are exhibiting leadership behaviors, but we recommend re-focusing on those areas where you rated lower and choosing at least one attribute to improve over the next year.
- 54 or lower This leader should exhibit a willingness to be vulnerable and consider undertaking leadership coaching that can help him or her examine the leadership attributes that can help him or her enhance their leadership character.