



LEADERSHIP COMPETENCY INVENTORY

ORGANIZATION: _____

YOUR POSITION:

- Executive/Senior Leader
- Manager/Director
- Supervisor/Team Leader
- Individual Contributor/Staff Professional/Other

TARGET GROUP: _____

The purpose of this inventory is to gather information about your training and development needs. It is important for you to answer each question carefully and frankly. Please note that this inventory is not a "test." There are no right or wrong answers.

The responses given by you and other individuals will be summarized in order to determine the developmental needs and interests of the group. As we are interested in the responses of the group as a whole, there is no need for you to give your name. **Please note that your responses will be treated confidentially.**

INSTRUCTIONS:

The Leadership Competency Inventory contains two parts. The first part asks you to assess yourself in terms of 35 competencies shown to be important to successful performance in various positions and levels of management. In responding to each item, you are to determine (1) how important each competency is to successful performance in your job and (2) how great is your need for development in that competency. Both dimensions are rated using a five-point scale with "1" being lowest and "5" being highest. The dimensions are independent of each other: you may rate an individual competency high on both "importance" and "development need," low on both, or high on one and low on the other.

To respond to the first part of the inventory, circle the appropriate choices for each competency as shown in the example below.

COMPETENCY AREA:

COMPETENCY:	IMPORTANCE (I)	DEVELOPMENT NEED (N)
1. Computer and Basic Literacy: proficient in using personal computer	1 2 3 4 5	1 2 3 4 5

After rating the 35 competencies, please respond to the open-ended questions that constitute the second part of the inventory.

Thank you for your cooperation.

36. Are there other areas in which you feel that you need additional training or development? If so, please specify:

37. Have you participated in any previous training or development programs? Please list them in the spaces provided below:

PROGRAM NAME OR DESCRIPTION	LENGTH OF PROGRAM IN HOURS	YEAR CONDUCTED	EFFECTIVENESS		REACTION OR REMARKS
			LOW	HIGH	
_____	_____	_____	1 2 3 4 5	_____	_____
_____	_____	_____	1 2 3 4 5	_____	_____
_____	_____	_____	1 2 3 4 5	_____	_____
_____	_____	_____	1 2 3 4 5	_____	_____
_____	_____	_____	1 2 3 4 5	_____	_____
_____	_____	_____	1 2 3 4 5	_____	_____
_____	_____	_____	1 2 3 4 5	_____	_____
_____	_____	_____	1 2 3 4 5	_____	_____

38. List what you believe are your three or four most important job responsibilities or duties.

39. What are the most important issues or challenges facing your organization today?



COMPETENCY AREA:

COMPETENCY	IMPORTANCE	DEVELOPMENT NEED
1. Computer and Basic Literacy – proficient in using personal computer and learning new software; reads, writes, and performs mathematical operations; speaks and listens with comprehension.....	1 2 3 4 5.....	1 2 3 4 5
2. Conceptual Thinking – thinks creatively, can visualize concepts; uses reasoning to make decisions and solve problems.....	1 2 3 4 5.....	1 2 3 4 5
3. Learning and Information – demonstrates ability to develop new awareness, knowledge and skills; acquires and uses information productively.....	1 2 3 4 5.....	1 2 3 4 5
4. Self Responsibility and Management – displays responsibility, self confidence, emotional self control, integrity and honesty.....	1 2 3 4 5.....	1 2 3 4 5
5. Interpersonal Competence – appropriately sociable, interacts effectively with others ..	1 2 3 4 5.....	1 2 3 4 5
6. Technical Competence – works with various technologies as required for the job	1 2 3 4 5.....	1 2 3 4 5
7. Resource Usage – identifies, organizes, plans and allocates resources.....	1 2 3 4 5.....	1 2 3 4 5
8. Understands Systems – grasps complex interrelationships and interdependencies....	1 2 3 4 5.....	1 2 3 4 5
9. Oral Communication – makes clear and effective oral presentations to individuals and groups; listens to others	1 2 3 4 5.....	1 2 3 4 5
10. Written Communication – communicates effectively in writing; can critically review and comprehend information written by others.....	1 2 3 4 5.....	1 2 3 4 5
11. Interpersonal Relationship Building – considers and responds appropriately to the needs, feelings and capabilities of others; seeks feedback and accurately assesses impact on others; provides helpful feedback; builds trust with others	1 2 3 4 5.....	1 2 3 4 5
12. Leadership and Coaching – models and encourages high standards of ethical behavior; adapts leadership styles to situations and people; empowers, motivates, guides, and coaches others.....	1 2 3 4 5.....	1 2 3 4 5
13. Flexibility and Resilience – adapts to change in the work environment; effectively copes with stress and ambiguity	1 2 3 4 5.....	1 2 3 4 5
14. Problem Solving – recognizes and defines problems; analyzes relevant information; encourages alternative solutions and plans to solve problems	1 2 3 4 5.....	1 2 3 4 5
15. Decisiveness – can decide and respond quickly and make difficult decisions when necessary	1 2 3 4 5.....	1 2 3 4 5
16. Self Direction – realistically assesses own strengths and weaknesses; invests in self development; demonstrates self confidence; can work persistently toward a goal; manages own time effectively	1 2 3 4 5.....	1 2 3 4 5
17. Resource Management – demonstrates awareness of technical resources; knows how to apply resources to achieve desired outcomes.....	1 2 3 4 5.....	1 2 3 4 5
18. Diverse Workforce – recognizes the value of cultural, ethnic, gender, and other individual difference; provides employment and development opportunities for a diverse workforce.....	1 2 3 4 5.....	1 2 3 4 5
19. Conflict Management – anticipates and seeks to resolve disagreements, complaints and confrontations in a constructive manner	1 2 3 4 5.....	1 2 3 4 5
20. Teamwork and Cooperation – demonstrates and fosters cooperation, communication and consensus among individuals and groups	1 2 3 4 5.....	1 2 3 4 5

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COMPETENCY AREA:

COMPETENCY	IMPORTANCE	DEVELOPMENT NEED
21. Influencing and Negotiating – keeps key groups and individuals informed; appropriately uses negotiation, persuasion and authority in working with others to achieve goals; builds productive networks.....	1 2 3 4 5.....	1 2 3 4 5
22. Human Performance Management – ensures effective systems for employee selection, placement, development, performance appraisal, recognition and disciplinary action; promotes positive labor relations and employee well-being.....	1 2 3 4 5.....	1 2 3 4 5
23. Planning and Evaluation – establishes policies, guidelines, plans and priorities; plans and coordinates with others; aligns required resources; monitors progress and evaluates outcomes; improves organizational efficiency and effectiveness.....	1 2 3 4 5.....	1 2 3 4 5
24. Customer Focus – actively seeks customer input; ensures that customer needs are met; continuously seeks to improve the quality of services, products and processes	1 2 3 4 5.....	1 2 3 4 5
25. Management Controls – ensures the integrity of the organization's processes; promotes ethical and effective practices	1 2 3 4 5.....	1 2 3 4 5
26. Financial Management and Budgeting – understands budget process; prepares and justifies budget; monitors expenses; manages profit/loss ratios as appropriate.....	1 2 3 4 5.....	1 2 3 4 5
27. Technology Management – stays informed about new technology; applies new technologies to organizational needs; ensures staff is trained and able to use technology required for the job	1 2 3 4 5.....	1 2 3 4 5
28. Creative Thinking – develops new insights and novel solutions; embraces innovations and fosters innovative thinking in others	1 2 3 4 5.....	1 2 3 4 5
29. Vision – creates a shared vision of the organization; promotes wide ownership	1 2 3 4 5.....	1 2 3 4 5
30. External Awareness – stays informed on policies, priorities, trends and special interests and uses this information in making decisions; considers external impact of statements, decisions or actions.....	1 2 3 4 5.....	1 2 3 4 5
31. Strategic Thinking and Planning – advocates and participates in strategic planning to define and achieve organizational goals	1 2 3 4 5.....	1 2 3 4 5
32. Leading Change – leads organizational transformation and change efforts; champions organizational change.....	1 2 3 4 5.....	1 2 3 4 5
33. Job-Specific Technical Competencies – demonstrates knowledge, skills, and ability and uses proper methods and procedures needed to successfully carry out job responsibilities that are specific to current job (e.g., bank teller, patient access representative, machine operator, benefit specialist, etc.) within organization or work group.....	1 2 3 4 5.....	1 2 3 4 5
34. Occupational Technical Competencies – demonstrates knowledge, skills, and abilities needed within current occupation (e.g., engineer, HR professional, lawyer, nurse, etc.) and stays up-to-date with the changes and developments in the occupation.....	1 2 3 4 5.....	1 2 3 4 5
35. Industry-Wide Technical Competencies – demonstrates knowledge, skills, and abilities needed within the industry of context (e.g., manufacturing, hospitality, financial services, education, healthcare, transportation, etc.) and stay up-to-date with the changes and developments in the industry.....	1 2 3 4 5.....	1 2 3 4 5

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