

The Powerful Leader Assessment

Power is the ability to act in order to influence people and processes. Complete this assessment to identify your influence skills and gaps. If you think that you might be either under- or over-scoring yourself, ask a colleague who knows you well to rate you using this assessment.

Rate yourself on a scale from 0 to 4.

- 0 = Never
- 1 = Rarely
- 2 = Sometimes
- 3 = Usually
- 4 = Consistently



Self-management

1. ____ I am aware of my behavior and its impact on others.
2. ____ I achieve my objectives in a timely manner.
3. ____ I have effective alliances with people throughout the organization.
4. ____ I admit when my actions result in ineffective consequences.
5. ____ I don't sabotage or disrupt my own success.
6. ____ I role model saying "No" to projects that aren't feasible or related to our strategic plan.
7. ____ I hold myself and others to the highest standards of honesty and ethics.

Communication

8. ____ I clearly state my expectations and priorities to others.
9. ____ I notice people's reactions to me.
10. ____ I hold people accountable for their commitments.
11. ____ I assess when it's better to "tell" versus "ask."
12. ____ I communicate in a concise manner.
13. ____ I listen attentively and reflect back both the facts and emotions of the person's experience.
14. ____ I ask questions to uncover motivations and solutions.
15. ____ I can be silent in a conversation when it's needed.
16. ____ I can allow people to vent or complain without letting them lose sight of the need for a solution.
17. ____ I am comfortable talking about feelings and how they impact performance.
18. ____ I am aware of communication styles.
19. ____ I can flex my communication style to another person's communication style.

Performance

20. ____ Each member of my team/organization can state our vision/mission.
21. ____ Each member of my team/organization can state his/her goals for this year.
22. ____ I assess each team member's performance strengths and gaps at least quarterly.

23. ____ I praise people for good performance.
24. ____ I adapt my leadership style to fit each person's style and performance issues.
25. ____ When someone isn't meeting my expectations, I address it quickly.
26. ____ I point out a person's resistance to a job expectation and help him/her resolve it.
27. ____ Rather than blaming people, I turn problems into learning experiences.

Differences

28. ____ I am naturally curious about the ideas and opinions of others.
29. ____ I am not afraid of disagreement; in fact, I see disagreement as good.
30. ____ I am able to work with people who have different opinions, attitudes, behaviors, and work habits from me.
31. ____ When people disagree with me, I am open to hearing their point of view without becoming defensive.
32. ____ My team/organization uses honest language when we're upset.
33. ____ Each member of my team/organization can disagree without displaying defensive reactions.

Results

34. ____ My team/organization's annual employee turnover rate is under 10%.
35. ____ My team/organization retains our best customers over time.
36. ____ I ensure that my team/organization achieves short-term results with long-term revenue sustainability.

Total Score ____

Scoring key

- **108 to 144** You've got great influence qualities and skills. Celebrate your accomplishment! Zero in on any remaining gaps to achieve mastery.
- **72 to 107** You're off to a good start. Work with a coach or other colleague to increase your influence behaviors. Small changes will reap major benefits.
- **Less than 72** You probably aren't getting the results that you want. Ask for feedback on how to improve from your boss, direct reports, and peers. Study and practice influence skills. You'll see rapid growth.