

Leadership Competencies Inventory

(Based on supervisory competencies developed by CPS Human Resource Services and the Orange County Probation Department)

Assessment by Others

Leader's Name: _____ Date _____

Instructions: Carefully review the following leadership competencies and rate the extent to which you believe the above leader exhibits each of them.

Competency	Never	Rarely	Sometimes	Frequently
Building Trust – Interact with others in a way that gives them confidence in one’s motives and representations and those of the organization. Is seen as direct and truthful; keeps confidences, promises and commitments.				
Coaching – Providing timely guidance and feedback to help others strengthen knowledge/skill areas needed to accomplish a task or solve a problem.				
Collaboration – Builds constructive working relationships with clients/customers, other work units, community organizations and others to meet mutual goals and objectives. Behaves professionally and supportively when working with individuals from a variety of ethnic, social and educational backgrounds.				
Communication – Clearly conveys and receives information and ideas through a variety of media to individuals or groups in a manner that engages the listener, helps them understand and retain the message, and invites response and feedback. Keeps others informed as appropriate. Demonstrates good written, oral and listening skills.				
Conflict Management – Uses appropriate interpersonal styles and techniques to reduce tension and/or conflict between two or more people; able to size up situations quickly; able to identify common interests; facilitates resolution.				
Continuous Learning and Professional Development – Is committed to developing professionally, attends professional conferences, focuses on best practices values cutting-edge practices and approaches; takes advantage of a				

variety of learning activities, introduces newly gained knowledge and skills on the job.				
Cultural Competence – Cultivates opportunities through diverse people; respects and relates well to people from varied backgrounds, understands diverse worldviews, and is sensitive to group differences; sees diversity as an opportunity, challenges bias and intolerance.				
Decision Making and Problem Solving – Breaks down problems into components and recognizes interrelationships; makes sound, will-informed, and objective decisions. Compares data, information, and input from a variety of sources to draw conclusions; takes action that is consistent with available facts, constraints, and probable consequences.				
Facilitating Change – Facilitates the implementation and acceptance of change within the workplace; encourages others to seek opportunities for different and innovative approaches to addressing problems and opportunities.				
Guiding and Developing Staff – Focuses on guiding others in accomplishing work objectives; rewards and recognizes others, both formally and informally, in ways that motivate them. Sets high performance expectations for team members; sets clear performance expectations and objectives; holds others accountable for achieving results. Successfully finds resources, training, tools, etc. to support staff needs. Works with staff to create developmental opportunities to expand knowledge and skill level; provides effective feedback and guidance for career development.				
Influence – Uses appropriate interpersonal skills and techniques to gain acceptance for ideas or solutions. Uses influencing strategies to gain genuine agreements; seeks to persuade rather than force solutions or impose decisions or regulations.				
Managing Work – Shows ability to plan, schedule, direct work of self and others; balances task requirements and individual abilities; organizes materials to accomplish tasks; sets challenging yet achievable goals for self and others.				
Quality Orientation – Monitors and checks work to meet quality standards; demonstrates a high level of care and thoroughness; checks work to ensure completeness and accuracy.				