

## Leadership Competencies Inventory

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

### *Self-Assessment*

Name: \_\_\_\_\_ Date \_\_\_\_\_

*Instructions:* Carefully review the following leadership competencies and rate the extent to which you believe you exhibit each of them.

Competency	Never	Rarely	Sometimes	Frequently
<b>Building Trust</b> – 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.				
<b>Coaching</b> – Providing timely guidance and feedback to help others strengthen knowledge/skill areas needed to accomplish a task or solve a problem.				
<b>Collaboration</b> – 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.				
<b>Communication</b> – 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.				
<b>Conflict Management</b> – 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.				
<b>Continuous Learning and Professional Development</b> – 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.				
<b>Cultural Competence</b> – 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.				
<b>Decision Making and Problem Solving</b> – 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.				
<b>Facilitating Change</b> – 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.				
<b>Guiding and Developing Staff</b> – 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.				
<b>Influence</b> – 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.				
<b>Managing Work</b> – 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.				
<b>Quality Orientation</b> – Monitors and checks work to meet quality standards; demonstrates a high level of care and thoroughness; checks work to ensure completeness and accuracy.				
<b>Strategic Focus</b> – Understands how an organization must change in light of internal and external trends and influences; keeps the big, long range picture in mind; builds a shared long-range organizational vision with others. Committed to course of action to achieve long-range goals and influences others to translate vision into action.				
<b>Team Leadership</b> – Communicates a vision and inspires motivation; engages with others (direct-reports and peers) in team process to solve problems; works to find a win/win resolution of differences; is aware of how management style impacts staff productivity and development; modifies leadership style to meet situational requirements; helps team say focused on major goals while managing within a context of multiple directives.				
<b>Visionary Leadership</b> – Keeps the organization’s mission, vision, and values at the forefront of employee decision making and actions; ensures alignment of organization’s strategic plan and agency practices with vision, mission and values.				