



Competency Assessments for Executive and Senior Leaders

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*Adapted from Campbell, N. (2005) Correctional Leadership Competencies for the 21st Century: Executive and Senior-Level Leaders, Washington, DC: National Institute of Corrections.

Self-Assessment of Core Competencies for Executives and Senior Leaders

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
Self-awareness: I understand my personal strengths and weaknesses. I realize why I am the way I am. I understand how my strengths and weaknesses affect others and my ability to reach goals.				
Ethics and values: I demonstrate the personal integrity to act on what is right and wrong; my decisions and behaviors are guided by these judgments. My personal qualities and characteristics demonstrate a principled approach that is founded upon personal and professional integrity and the ability to sustain and act on these beliefs.				
Vision and mission: I describe the current and future purpose of the organization for those that it serves. I motivate and inspire others by what the organization will do and how it's purpose will be achieved.				
Strategic thinking: I demonstrate the ability to recognize the relationships, complexities, and implications of a situation. I am able to understand what is happening, anticipate a range of possibilities, and plan what to do.				
Managing the external environment: I interact with citizens and interest groups, collaborate with other public agencies, acquire necessary resources, maintain a productive place in the criminal justice system, and effectively apply techniques and strategies to building public and media relations.				
Power and influence: I understand organizational politics. I am able to influence others to achieve a desired outcome. I follow through to make sure desired changes in practice are accomplished. I understand others and use the most effective and prudent methods to influence their beliefs and behaviors to implement decisions and achieve desired outcomes.				
Strategic planning and performance management: I am able to develop a comprehensive plan that provides leadership, direction, and resource prioritization to achieve the organization's intended vision, mission, goals, and objectives. I establish measures that describe how success will be measured and tracked through quantifiable elements. I analyze the gaps between current performance levels and performance targets to identify priority areas in need of improvement, develop strategies to close gaps, and identify best practices.*				
Collaboration: I work with others toward shared goals by equally distributing responsibility, authority, and accountability. I constructively explore the differences of others, search for and identify solutions that go beyond what is possible by working alone.				
Team building: I maximize individual talents and abilities in ways that contribute to a common purpose for which all are accountable. I provide developmental opportunities for individuals and teams to accomplish goals by working together.				

**Note: Strategic planning and performance management is identified as senior leader competency, not an executive competency. However, in organizations in which the executive fulfills that role it may also apply.*

Assessment by Others: Core Competencies for Executives and Senior Leaders

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
Self-awareness: Understands personal strengths and weaknesses; realizes why they are the way they are; understands how their strengths and weaknesses affect others and their ability to reach goals.				
Ethics and values: Demonstrates the personal integrity to act on what is right and wrong; decisions and behaviors are guided by these judgments. Personal qualities and characteristics demonstrate a principled approach that is founded upon personal and professional integrity and the ability to sustain and act on these beliefs.				
Vision and mission: Describes the current and future purpose of the organization for those that it serves. Motivates and inspires others by what the organization will do and how it's purpose will be achieved.				
Strategic thinking: Demonstrates the ability to recognize the relationships, complexities, and implications of a situation. Is able to understand what is happening, anticipate a range of possibilities, and plan what to do.				
Managing the external environment: Interacts with citizens and interest groups; collaborates with other public agencies; acquires necessary resources; maintains a productive place in the criminal justice system, and effectively applies techniques and strategies to build public and media relations.				
Power and influence: Understands organizational politics and influences others to achieve a desired outcome. Follows through to make sure desired changes in practice are accomplished. Understands others and uses the most effective and prudent methods to influence their beliefs and behaviors to implement decisions and achieve desired outcomes.				
Strategic planning and performance management: Develops a comprehensive plan that provides leadership, direction, and resource prioritization to achieve the organization's intended vision, mission, goals, and objectives. Establishes measures that describe how success will be measured and tracked through quantifiable elements. Analyzes the gaps between current performance levels and performance targets to identify priority areas in need of improvement, develops strategies to close gaps, and identify best practices.*				
Collaboration: Works with others toward shared goals by equally distributing responsibility, authority, and accountability. Constructively explores the differences of others, searches for and identifies solutions that go beyond what is possible by working alone.				
Team building: Maximizes individual talents and abilities in ways that contribute to a common purpose for which all are accountable. Provides developmental opportunities for individuals and teams to accomplish goals by working together.				

**Note: Strategic planning and performance management is identified as senior leader competency, not an executive competency. However, in organizations in which the executive fulfills that role it may also apply.*