

LEADNA

Leadership Development Needs Assessment

An on-line 360-degree tool for
assessing leadership development needs

Survey to Assess: _____

Developed by volunteers at no cost to the Federal Government or the Westinghouse Electric Company (WEC), this innovation supports the joint efforts of the US Department of Energy (DOE) Carlsbad Area Office (CAO) and WEC to improve the business environment and the quality of life in host communities.

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Introduction

Thank you for agreeing to help assess the leadership behavior of _____. By doing so, you will provide this administrator with valuable feedback on individual leadership development needs. The primary goal of this program is to improve our organization's leadership. We appreciate your assistance in performing this vital task.

We are distributing copies of this tool to this person's superiors, subordinates, and peers for completion. By surveying up, down, and across (360 degrees), we can provide participants with information unobtainable from conventional assessment instruments. LEADNA responses are intended to be anonymous. The authors of this tool believe that anonymity facilitates honest, objective, and user-friendly feedback.

Instructions

1. For each behavioral scale, please delete the bullet that best reflects the behavior of _____ and place an **X** in its place.

Example:

Thinks long-term • • • X • Thinks short-term

In this instance, the assessor thought that the person being assessed spends somewhat more time thinking short-term than long-term. If the evaluator had thought the individual being assessed spent about the same amount of time think short- and long-term, the evaluator would have placed the **X** in place of the middle bullet. A key to successful completion of this tool is to read each behavioral scale closely and then go with your first impression. If you encounter a scale covering behavior that you have not had the opportunity to observe, simply skip that scale.

- I. For each scale there is an opportunity to add comments or specific examples that would amplify your rating. Your comments are valuable and create an even more accurate reflection of the behavior of this person. If you have comments, please take the time to write them.
- I. Following the completion of this form, and the following one, simply reply to this e-mail. Since I have addressed your e-mail separately, it will return only to me.
- I. If you have any questions regarding this tool, please call
- I. Thank you for your participation!

LEADNA Survey of _____

Strategy

- | | | | | | | |
|---|---|---|---|---|---|---|
| 1. Thinks long-term | • | • | • | • | • | Thinks short-term |
| Comments/examples: | | | | | | |
| 2. Lacks a vision for his/her organization | • | • | • | • | • | Has a vision for his/her organization |
| Comments/examples: | | | | | | |
| 3. Spends time setting the direction for his/her organization | • | • | • | • | • | Spends time fighting fires and resolving crises |
| Comments/examples: | | | | | | |

Communication

- | | | | | | | |
|---------------------------|---|---|---|---|---|--------------------------------------|
| 4. Is a good communicator | • | • | • | • | • | Is a poor communicator |
| Comments/examples: | | | | | | |
| 5. Is cloistered | • | • | • | • | • | Is out and about in the organization |
| Comments/examples: | | | | | | |

6. Communicates well with other organizations
Comments/examples: • • • • • Communicates poorly with other organizations

7. Tends to be non-frequently communicative
Comments/examples: • • • • • Communicates

Knowledge

8. Has a deep-rooted understanding of the functions of his/her organization
Comments/examples: • • • • • Does not try to understand the functions of his/her organization

9. Does not understand functions of other organizations
Comments/examples • • • • • Understands functions of other organizations

10. Is “close to the business”
Comments/examples: • • • • • Is not “close to the business”

11. Takes the narrow view
Comments/examples: • • • • • Takes the broad view

Learning

12. Is curious • • • • • Isn't interested/doesn't have time

Comments/examples:

13. Resists change • • • • • Promotes change

Comments/examples:

14. Is a quick study • • • • • Is a slow, deliberate study

Comments/examples:

Influence

15. Gets support • • • • • Fails to get support

Comments/examples:

16. Doesn't know how to sell • • • • • Knows how to sell

Comments/examples:

17. Gets people on board • • • • • Fails to get people on board

board

Comments/examples:

18. Motivates people • • • • • Fails to motivate people

Comments/examples:

19. Is dictatorial
Comments/examples: • • • • • Is democratic

20. Is unassertive
Comments/examples: • • • • • Is assertive

Relationships

21. Does not talk to people
Comments/examples: • • • • • Talks to people

22. Is a good listener
Comments/examples • • • • • Is a poor listener

23. Is good interpersonally
Comments/examples: • • • • • Is poor interpersonally

24. Is unable to deal with
people
Comments/examples: • • • • • Is able to deal with people

25. Does not interact with
people enough
Comments/examples: • • • • • Interacts with people

Integrity

- 32. Has integrity
Comments/examples: • • • • • Lacks integrity

- 33. Isn't trusted
Comments/examples: • • • • • Is trusted

- 34. Is overly political
Comments/examples: • • • • • Is political only as needed

- 35. Takes responsibility
Comments/examples: • • • • • Blames others for self

- 36. Admits mistakes
Comments/examples: • • • • • Doesn't admit mistakes

- 37. Is honest, credible
Comments/examples: • • • • • Is dishonest, lacks credibility

