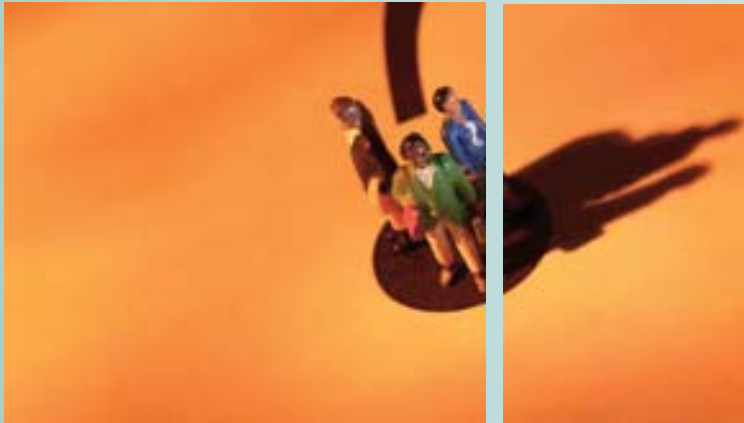


5 Fifth in a series of Turning Point
resources on Leadership Development



Collaborative Leadership

Self-Assessment Questionnaires



TurningPoint

Collaborating for a New Century in Public Health

How to Use These Collaborative Leadership Self-Assessments

The Turning Point Collaborative Leadership Self-Assessment Questionnaires are intended to help individuals focus on and evaluate key behaviors that are important to each of six practices of effective collaborative leaders. The specific self-assessment questions are intended to trigger personal reflection about these key behaviors associated with specific collaborative practices. The self-assessment questionnaires can be used as a stand-alone device to assess collaborative leadership capacity or as an activity in courses or workshops, where participants will be encouraged to use their private assessment of how frequently they use a collaborative leadership behavior as a basis to identify strengths as well as areas for growth and development.

When combined, the self assessment questions related to all six practices provide a behavioral view of successful collaborative leaders and help individuals assess their personal collaborative leadership capacity. The results can be used by individuals, facilitators, trainers, supervisors, and others to select specific modules from the **Collaborative Leadership Learning Modules: A Comprehensive Series**. Modules from this series can be used to help individuals and groups increase their level of understanding of collaborative concepts and improve their collaborative leadership capacity.

The six self-assessment questionnaires are:

- Assessing the Environment
- Creating Clarity: Visioning and Mobilizing
- Building Trust
- Sharing Power and Influence
- Developing People
- Self-Reflection

Information from the self-assessment questionnaires is also very helpful for those wanting to build a personal learning plan around their development as collaborative leaders. Individuals can then identify areas of interest for further exploration. These questionnaires, along with other related materials, provide the basis for engaging individuals and groups in the study of collaborative leadership and more productive relationships. It is our belief that these skills lead to more effective outcomes and a greater chance of long-term, sustainable success in improving communities, programs, and systems.

For more information about Turning Point and its work on building collaborative leadership capacity, please visit www.collaborativeleadership.org or www.turningpointprogram.org.

Turning Point National Program Office
University of Washington
School of Public Health and Community Medicine
6 Nickerson Street, Suite 300, Seattle, Washington 98109-1618
(206) 616-8410; (206) 616-8466 (fax)
turnpt@u.washington.edu

Collaborative Leadership Assessing the Environment Self-Assessment Exercise

For each item, circle one rating under the "Behavior Frequency" column indicating your view of how often you exhibit that behavior. Your responses to this questionnaire are for your own use. You will not be asked to share your scores after you have answered. You will be asked to use your score and your responses to help you develop a personal learning plan.

Behaviors		BEHAVIOR FREQUENCY						
		Seldom		Sometimes		Often		Almost Always
1	I use assessment tools in order to systematically learn the needs of the community.	1	2	3	4	5	6	7
2	I ensure that an assessment tool is a good fit for the information that needs to be collected.	1	2	3	4	5	6	7
3	I undertake an appropriate analysis of the data.	1	2	3	4	5	6	7
4	I ensure responsible interpretation of the data.	1	2	3	4	5	6	7
5	I gather information before taking action.	1	2	3	4	5	6	7
6	I encourage people to act on information rather than assumptions.	1	2	3	4	5	6	7
7	I clarify the problem before planning solutions.	1	2	3	4	5	6	7
8	I seek culturally different views of the problem.	1	2	3	4	5	6	7
9	I use a systems perspective to understand the community.	1	2	3	4	5	6	7
10	I look at the perceived problem from different angles before proceeding.	1	2	3	4	5	6	7

Your Score: Add all the circled behavior frequencies. Write the number in the box.

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70 – 61 Excellent Score 40 - 21 Opportunities for Growth
60 – 41 Stronger Score 20 - 1 Important to Change Behavior

Written Comments:

What do you think are your strengths in assessing the environment as a collaborative leader?

What do you think are your most important areas for improvement in assessing the environment?

Collaborative Leadership

Creating Clarity: Visioning and Mobilizing

Self-Assessment Exercise

For each item, circle one rating under the "Behavior Frequency" column indicating your view of how often you exhibit that behavior. Your responses to this questionnaire are for your own use. You will not be asked to share your scores after you have answered. You will be asked to use your score and your responses to help you develop a personal learning plan.

Behaviors		BEHAVIOR FREQUENCY						
		Never	Rarely	Sometimes	Often	Frequently	Very Often	Almost Always
1	I can describe a personal vision for my community that offers a future achievable with the assets available.	1	2	3	4	5	6	7
2	I facilitate an effective process for exploring the diverse aspirations among community stakeholders.	1	2	3	4	5	6	7
3	I facilitate the development of a shared community vision that is influenced by the views of diverse stakeholders.	1	2	3	4	5	6	7
4	I communicate the shared vision broadly.	1	2	3	4	5	6	7
5	I create a framework for action using systems thinking.	1	2	3	4	5	6	7
6	I facilitate stakeholder teaming to develop strategic action plans.	1	2	3	4	5	6	7
7	I create the conditions for brainstorming the strategic issues and actions.	1	2	3	4	5	6	7
8	I build an action plan with time lines and assigned responsibilities to enable the community vision to be achieved.	1	2	3	4	5	6	7
9	I facilitate achieving buy-in to the action plans and next steps.	1	2	3	4	5	6	7
10	I follow up on action plans to ensure completion.	1	2	3	4	5	6	7
11	I seek innovative solutions for persistent problems encountered while mobilizing to achieve the vision.	1	2	3	4	5	6	7

Your Score: Add all the circled behavior frequencies. Write the number in the box.

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70 – 61 Excellent Score
60 – 41 Stronger Score

40 - 21 Opportunities for Growth
20 - 1 Important to Change Behavior

Written Comments:

What do you think are your strengths in creating clarity as a collaborative leader?

What do you think are your most important areas for improvement in creating clarity?

Collaborative Leadership Building Trust Self-Assessment Exercise

For each item, circle one rating under the “Behavior Frequency” column indicating your view of how often you exhibit that behavior. Your responses to this questionnaire are for your own use. You will not be asked to share your scores after you have answered. You will be asked to use your score and your responses to help you develop a personal learning plan.

Behaviors		BEHAVIOR FREQUENCY						
		Seldom		Sometimes		Often		Almost Always
1	I build communication processes that make it safe for people to say what is on their minds.	1	2	3	4	5	6	7
2	I refuse to engage in “rigged” processes.	1	2	3	4	5	6	7
3	I protect the group from those who would wield personal power over the collaborative process.	1	2	3	4	5	6	7
4	I create credible processes for collaborating.	1	2	3	4	5	6	7
5	I ensure that processes for exercising collaborative leadership are open to all stakeholders.	1	2	3	4	5	6	7
6	I ensure that the processes for collaborative leadership are transparent to all stakeholders.	1	2	3	4	5	6	7
7	During the first stage of creating collaborative relationships, I establish the common ground among the stakeholders.	1	2	3	4	5	6	7
8	I approach collaboration by relying heavily on building trust among stakeholders.	1	2	3	4	5	6	7
9	I “walk the talk”, i.e., I do what I say I will do.	1	2	3	4	5	6	7
10	I demonstrate to my peers that I believe that trust is the foundation for successful collaboration.	1	2	3	4	5	6	7

Your Score: Add all the circled behavior frequencies. Write the number in the box.

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70 – 61 Excellent Score 40 - 21 Opportunities for Growth
60 – 41 Stronger Score 20 - 1 Important to Change Behavior

Written Comments:

What do you think are your strengths in building trust as a collaborative leader?

What do you think are your most important areas for improvement in building trust?

Collaborative Leadership Sharing Power and Influence Self-Assessment Exercise

For each item, circle one rating under the "Behavior Frequency" column indicating your view of how often you exhibit that behavior. Your responses to this questionnaire are for your own use. You will not be asked to share your scores after you have answered. You will be asked to use your score and your responses to help you develop a personal learning plan.

Behaviors		BEHAVIOR FREQUENCY						
		1	2	Sometimes	4	Often	6	Almost Always
1	I use my personal power responsibly.	1	2	3	4	5	6	7
2	I share power as a means for increasing power.	1	2	3	4	5	6	7
3	I share power with others whenever possible.	1	2	3	4	5	6	7
4	I offer people an active role in decision making about matters that affect them.	1	2	3	4	5	6	7
5	When exercising leadership, I rely significantly on peer problem-solving.	1	2	3	4	5	6	7
6	I promote self-confidence in others.	1	2	3	4	5	6	7
7	I create processes that ensure stakeholders an equal say in decision making.	1	2	3	4	5	6	7
8	I encourage others to act together to change circumstances that affect them.	1	2	3	4	5	6	7
9	I express confidence in the capabilities of others.	1	2	3	4	5	6	7
10	I use influence to produce results whenever possible.	1	2	3	4	5	6	7
11	I am open to being influenced by others.	1	2	3	4	5	6	7

Your Score: Add all the circled behavior frequencies. Write the number in the box.

70 – 61 Excellent Score 40 - 21 Opportunities for Growth
60 – 41 Stronger Score 20 - 1 Important to Change Behavior

Written Comments:

What do you think are your strengths in Sharing Power and Influence as a collaborative leader?

What do you think are your most important areas for improvement in Sharing Power and Influence?

Collaborative Leadership Developing People Self-Assessment Exercise

For each item, circle one rating under the "Behavior Frequency" column indicating your view of how often you exhibit that behavior. Your responses to this questionnaire are for your own use. You will not be asked to share your scores after you have answered. You will be asked to use your score and your responses to help you develop a personal learning plan.

Behaviors		BEHAVIOR FREQUENCY						
		Seldom		Sometimes		Often		Almost Always
1	I take seriously my responsibility for coaching and mentoring others.	1	2	3	4	5	6	7
2	I invest adequate amounts of time doing people development.	1	2	3	4	5	6	7
3	I define my role when serving as coach.	1	2	3	4	5	6	7
4	I am committed to developing people from diverse segments of the population.	1	2	3	4	5	6	7
5	I create opportunities for people to assess their leadership skills.	1	2	3	4	5	6	7
6	I help people take advantage of opportunities to learn new skills.	1	2	3	4	5	6	7
7	I look for ways to help others become more successful at their jobs.	1	2	3	4	5	6	7
8	I help people to take advantage of opportunities for new experiences.	1	2	3	4	5	6	7
9	I establish my expectations for the people I mentor.	1	2	3	4	5	6	7
10	I ask the people I mentor to define their expectations.	1	2	3	4	5	6	7
11	I create a mutually agreed-upon coaching plan, including criteria for success.	1	2	3	4	5	6	7

Your Score: Add all the circled behavior frequencies. Write the number in the box.

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70 – 61 Excellent Score 40 - 21 Opportunities for Growth
60 – 41 Stronger Score 20 - 1 Important to Change Behavior

Written Comments:

What do you think are your strengths in developing people as a collaborative leader?

What do you think are your most important areas for improvement in developing people?

Collaborative Leadership Self Reflection Self-Assessment Exercise

For each item, circle one rating under the "Behavior Frequency" column indicating your view of how often you exhibit that behavior. Your responses to this questionnaire are for your own use. You will not be asked to share your scores after you have answered. You will be asked to use your score and your responses to help you develop a personal learning plan.

Behaviors		BEHAVIOR FREQUENCY						
		1	2	3	4	5	6	7
1	I recognize the effect of my emotions on work performance.	1	2	3	4	5	6	7
2	I recognize the effect of my emotions on relationships.	1	2	3	4	5	6	7
3	I recognize my personal impact on group dynamics.	1	2	3	4	5	6	7
4	I can describe my strengths realistically.	1	2	3	4	5	6	7
5	I can describe my weaknesses realistically.	1	2	3	4	5	6	7
6	I work to understand others' perspectives.	1	2	3	4	5	6	7
7	I read the dynamics of groups.	1	2	3	4	5	6	7
8	I listen to others actively, checking to ensure my understanding.	1	2	3	4	5	6	7
9	I read non-verbal communication accurately.	1	2	3	4	5	6	7
10	I use self-assessment tools such as personality inventories to inform my self reflections.	1	2	3	4	5	6	7
11	I seek feedback from all relevant constituencies about my behavioral impact.	1	2	3	4	5	6	7

Your Score: Add all the circled behavior frequencies. Write the number in the box.

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70 – 61 Excellent Score 40 - 21 Opportunities for Growth
60 – 41 Stronger Score 20 - 1 Important to Change Behavior

Written Comments:

What do you think are your strengths in self-reflection as a collaborative leader?

What do you think are your most important areas for improvement in self-reflection?

www.turningpointprogram.org


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Public Health

6 Nickerson Street, Suite 300, Seattle, WA 98109-1618
Phone 206-616-8410 • Fax 206-616-8466
turnpt@u.washington.edu

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