

## LEADERSHIP ASSESSMENT TOOL

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**Purpose of the assessment: University assignment**

The objective of a leader's key competence assessment is to help people working in a superior position to understand their leadership behavior and their development needs. Leadership competence is divided into six areas. Each area is mapped with statements describing actual behavior.

There are altogether 160 statements describing a person's leadership behavior. It is not a question of assessment of the personality traits but of perceived leadership behavior.

The assessment is done by circling a number in each statement which best describes you.

The scale for the assessment is:

- 1 = statement doesn't describe me at all
- 2 = statement describes me only a little
- 3 = statement describes me partly
- 4 = statement describes me quite well
- 5 = statement describes me well
- 6 = statement describes me very well

Try to use the scale as widely as possible so that your strengths and development areas would differentiate themselves as clearly as possible.

This kind of self-assessment is positive and useful when it gives knowledge that a person can use in her/his personal development. Please, remember that the assessment is as accurate as the person doing it. So try to respond to every item **honestly and objectively**. Assess yourself as you **are really behaving**, not how you **would like to behave**. The results are useful and meaningful only when your responses are precise and truthful opinions about your present behavior.

Your results are confidential and will remain only for your and researcher's knowledge.

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LEADERHIP ASSESSMENT

## PROFESSIONAL COMPETENCE 5.125

not  
at all

very  
well

- |   |   |   |   |          |          |          |
|---|---|---|---|----------|----------|----------|
| 1. I like my present job.                               | 1 | 2 | 3 | 4        | 5        | <b>6</b> |
| 2. My job offers me enough challenges.                  | 1 | 2 | 3 | 4        | <b>5</b> | 6        |
| 3. I'm coping well with my job.                         | 1 | 2 | 3 | 4        | <b>5</b> | 6        |
| 4. I have good competencies for my job.                 | 1 | 2 | 3 | 4        | 5        | <b>6</b> |
| 5. I'm developing myself continuously in my profession. | 1 | 2 | 3 | 4        | <b>5</b> | 6        |
| 6. I will get enough feedback from others.              | 1 | 2 | 3 | <b>4</b> | 5        | 6        |
| 7. I'm doing what I really want to do.                  | 1 | 2 | 3 | 4        | 5        | <b>6</b> |
| 8. I have clear objectives in my work.                  | 1 | 2 | 3 | <b>4</b> | 5        | 6        |
| 9. I get well along with all others at my work place.   | 1 | 2 | 3 | 4        | 5        | 6        |
| 10. I feel that it is nice to go to work.               | 1 | 2 | 3 | 4        | 5        | 6        |

## INTERPERSONAL COMPETENCE 5.175

## Assertiveness 5

- |  |   |   |   |          |          |          |
|--|---|---|---|----------|----------|----------|
| 1. I will decide and act upon although everyone doesn't agree.   | 1 | 2 | 3 | 4        | <b>5</b> | 6        |
| 12. I present my thoughts strongly and convincingly if needed.   | 1 | 2 | 3 | <b>4</b> | 5        | 6        |
| 13. I'm not afraid of encountering and handling problems.  | 1 | 2 | 3 | 4        | <b>5</b> | 6        |
| 14. I can take the responsibility in difficult and surprising situations.                                    | 1 | 2 | 3 | 4        | 5        | <b>6</b> |
| 15. I interfere openly and directly to situations where I see that the performance level is not sufficient . | 1 | 2 | 3 | 4        | <b>5</b> | 6        |

## Empathy 5.6

- |  |   |   |   |   |          |          |
|--|---|---|---|---|----------|----------|
| 16. I'm a good listener.   | 1 | 2 | 3 | 4 | 5        | <b>6</b> |
| 17. I'm able to enter into the thoughts and feelings of others.                        | 1 | 2 | 3 | 4 | 5        | <b>6</b> |
| 18. People talk to me about their personal matters and feelings.                       | 1 | 2 | 3 | 4 | 5        | <b>6</b> |
| 19. I try to take into consideration all the members of the team.                      | 1 | 2 | 3 | 4 | <b>5</b> | 6        |
| 20. I'm able to consider the differences of people and act according to the situation. | 1 | 2 | 3 | 4 | <b>5</b> | 6        |

## Communication 5

- |   |   |   |   |          |          |          |
|---|---|---|---|----------|----------|----------|
| 21. I present my message clearly and often enough.                          | 1 | 2 | 3 | <b>4</b> | 5        | 6        |
| 22. I always try to ensure that my message is being received (receipting)   | 1 | 2 | 3 | 4        | 5        | <b>6</b> |
| 23. I'm a good and convincing performer also to a larger audience.          | 1 | 2 | 3 | 4        | <b>5</b> | 6        |
| 24. I try to use dialogue always when possible, it means very open exchange |   |   |   |          |          |          |

of ideas.

1 2 3 4 **5** 6

25. I invest usually a lot of time in the communication of matters.

1 2 3 4 **5** 6

	not all	very at well
Sales orientation 5		
26. I will get easily the approval from the team when I'm really inspired myself.	1 2 3 4 5 <b>6</b>	
27. If the team needs a spokesperson, I'm usually selected for that task.	1 2 3 <b>4</b> 5 6	
28. I'm able to affect strongly and positively most of people.	1 2 3 4 5 <b>6</b>	
29. I'm able to take the situation in my control when needed.	1 2 3 4 <b>5</b> 6	
30. I'm able to mediate and solve conflicts between people.	1 2 3 <b>4</b> 5 6	5
Openness 5.2		
31. I ask often feedback from others and I also use it.	1 2 3 4 5 <b>6</b>	
32. I share openly my thoughts, opinions and expectations with others.	1 2 3 <b>4</b> 5 6	
33. I also myself give continuously feedback to others.	1 2 3 <b>4</b> 5 6	
34. I'm always open to new ideas, initiatives and innovations.	1 2 3 4 5 <b>6</b>	
35. I'm able to be unreserved with all kinds of people.	1 2 3 4 5 <b>6</b>	5.2
Network building 5.25		
36. I have a wide network of colleagues inside and outside the organization.	1 2 3 4 5 <b>6</b>	
37. I'm an appreciated expert also outside my own organization.	1 2 3 4 5 <b>6</b>	
38. I know enough "important" persons.	1 2 3 4 <b>5</b> 6	
39. I use positions of trust and expert tasks to build my own network.	1 2 3 <b>4</b> 5 6	
40. I'm lecturing in national and international conferences.	1 2 3 4 5 6	5.25
LEADERSHIP COMPETENCE 5.26		
Visioning 5		
41. I have the outlook and courage needed in this business.	1 2 3 4 5 <b>6</b>	
42. I'm able to create an impressive and strong vision.	1 2 3 4 <b>5</b> 6	
43. I'm able to communicate my vision and get others excited.	1 2 3 4 <b>5</b> 6	
44. I'm able to perceive wide interconnections and see things comprehensively.	1 2 3 <b>4</b> 5 6	
45. I'm able to transfer the strategy into measurable objectives and actions.	1 2 3 4 <b>5</b> 6	5
Achievement 6		
46. I'm committed to my tasks and bring always my assignments to the end.	1 2 3 4 5 <b>6</b>	
47. I lead best by my own example.	1 2 3 4 5 <b>6</b>	
48. I set myself clear performance objectives which I follow.	1 2 3 4 5 <b>6</b>	
49. I always try to find better, faster and more efficient ways to do things.	1 2 3 4 5 <b>6</b>	

	not all					very at well
50. I want to conclude successfully everything I start.	1	2	3	4	5	6

#### Empowerment 5.2

51. I'm able to delegate challenging tasks according to the abilities of my subordinates.	1	2	3	4	5	6
52. My task is to motivate and organize successes in my department.	1	2	3	4	5	6
53. I create a culture in which people can enjoy their work.	1	2	3	4	5	6
54. I try to encounter everyone as an individual and take into consideration his/her needs and feelings.	1	2	3	4	5	6
55. I trust people by giving them freedom, power, resources and information.	1	2	3	4	5	6

#### Team leadership 5.2

56. I'm able to lead team operations naturally and efficiently.	1	2	3	4	5	6
57. I create and maintain a positive atmosphere in the team.	1	2	3	4	5	6
58. I recognize and use different kinds of competencies of team members.	1	2	3	4	5	6
59. I always make certain that team will achieve the objectives set efficiently.	1	2	3	4	5	6
60. I set team objectives before my personal objectives.	1	2	3	4	5	6

#### Teaching 4.5

61. One of my most important tasks is to teach leadership to other managers.	1	2	3	4	5	6
62. I have regular planning and development discussions with all my subordinates.	1	2	3	4	5	6
63. I give continuously feedback to others.	1	2	3	4	5	6
64. I motivate others and get them to try their best.	1	2	3	4	5	6
65. I use my time also to develop other managers.	1	2	3	4	5	6

#### Change management 5.66

66. I commit people to changes already in the planning phase.	1	2	3	4	5	6
67. I recognize and try to abolish obstacles of change.	1	2	3	4	5	6
68. I communicate achievements, results and the progress of change.	1	2	3	4	5	6
69. I'm always ready for changes and change also myself.	1	2	3	4	5	6
70. I'm able to act flexibly and efficiently in new situations and groups.	1	2	3	4	5	6

#### EFFICIENCY COMPETENCE 5.2

#### Perception 5.2

	not all					very at well
71. I'm appreciated as an expert in my field.	1	2	3	<b>4</b>	5	6
72. I try actively to look at things from new perspectives.	1	2	3	4	<b>5</b>	6
73. I anticipate situations and reflect upon alternative scenarios.	1	2	3	4	<b>5</b>	6
74. I evaluate things objectively so that my personal values don't distort my perception.	1	2	3	4	5	<b>6</b>
75. I have an open and unprejudiced attitude towards opinions and proposals of others.	1	2	3	4	5	<b>6</b>

#### Analytical thinking 5.2

76. I'm able to analyze complex entities and ambiguous problems.	1	2	3	<b>4</b>	5	6
77. I'm able to set things rapidly to a wider context and see entities.	1	2	3	4	<b>5</b>	6
78. I split problems to parts which are easier to handle.	1	2	3	4	<b>5</b>	6
79. I handle things logically and clearly.	1	2	3	4	5	<b>6</b>
80. I go into matters deeply and comprehensively.	1	2	3	4	5	<b>6</b>

#### Decision-making 4.8

81. I'm a good and fast decision-maker.	1	2	3	4	5	<b>6</b>
82. I have an established habit or method which I use in making important decisions.	1	2	3	4	<b>5</b>	6
83. I can be decisive in a stress situation when immediate decision and action is needed.	1	2	<b>3</b>	4	5	6
84. I can solve problems and make decisions efficiently.	1	2	3	<b>4</b>	5	6
85. I'm able to combine different kinds of views and support reaching consensus decisions in conflict situations.	1	2	3	4	5	<b>6</b>

#### Drive 5.2

86. I set specific objectives for my career and life.	1	2	3	4	5	<b>6</b>
87. I'm able to carry through things I have started.	1	2	3	4	5	<b>6</b>
88. I prefer challenging tasks even if they include the risk of failure.	1	2	3	4	<b>5</b>	6
89. I'm persistent when facing a difficult problem.	1	2	3	<b>4</b>	5	6
90. I have a strong desire to succeed with everything I start.	1	2	3	4	<b>5</b>	6

#### Time management 5

91. I'm able to prioritize my duties efficiently in my personal timetable.	1	2	3	4	5	<b>6</b>
92. I'm able to plan and perform my job according to my timetable.	1	2	3	4	<b>5</b>	6
93. I'm an effective and a very systematic person.	1	2	3	<b>4</b>	5	6
94. I'm able to work efficiently with many tasks simultaneously and						

	not all				4	5	very at well	6
reach good results.	1	2	3	4	5	6		
95. I manage my duties and responsibilities rather than they manage me.	1	2	3	4	5	6		
Renewal 5.8								
96. It is easy for me to invent new ideas and make innovative solutions.	1	2	3	4	5	6		
97. I search for situations which give opportunities to try something new.	1	2	3	4	5	6		
98. I see problems as possibilities and challenges.	1	2	3	4	5	6		
99. I'm not a person without a sense of humour, but can also see the humoristic sides of things.	1	2	3	4	5	6		
100. I'm fighting consciously against getting into a rut.	1	2	3	4	5	6		

## WELLNESS COMPETENCE 5.35

## Physical condition 4.6

not  
allvery at  
wellnot at  
allvery  
well

101. My physical condition is excellent.. 1 2 3 **4** 5 6
102. I eat healthily. 1 2 3 **4** 5 6
103. I exercise enough. 1 2 3 4 **5** 6
104. I sleep enough and well. 1 2 **3** 4 5 6
105. I don't use too much alcohol. 1 2 3 4 5 **6**
106. I don't smoke. 1 2 3 4 5 **6**
107. My weight is suitable. 1 2 **3** 4 5 6
108. I believe that I'm totally healthy. 1 2 **3** 4 5 6
109. 109. I'm very seldom sick. 1 2 3 4 5 **6**
110. I'm able just to be and rest enough when needed. 1 2 3 4 5 **6**

## Mental condition 5.7

111. I feel alert and energetic. 1 2 3 4 5 **6**
112. 112. It is easy for me to learn new things. 1 2 3 4 5 **6**
113. 113. I feel usually uninhibited and things don't press me. 1 2 3 4 5 **6**
114. 114. I'm usually happy and in a good mood. 1 2 3 4 5 **6**
115. I'm able to listen to my own feelings and I'm aware of them. 1 2 3 4 5 **6**
116. I consider myself a good fellow and I appreciate myself. 1 2 3 4 5 **6**
117. It is easy for me to make decisions. 1 2 3 4 5 **6**
118. I'm in a good balance with myself and my environment. 1 2 3 4 **5** 6
119. Usually I'm not afraid of failures. 1 2 3 4 **5** 6
120. I'm not stressed. 1 2 3 4 **5** 6

## Social condition 5.625

121. I get along well with others. 1 2 3 4 **5** 6
122. I have enough friends. 1 2 3 4 5 **6**
123. I have a person/ persons whom I can confide in and speak  
openly with about my problems. 1 2 3 4 5 **6**
124. My marriage or other near relationship is good. 1 2 3 4 5 6
125. I'm doing well with my children. 1 2 3 4 5 6
126. I have enough interesting hobbies. 1 2 3 4 5 **6**
127. Usually people like me very much. 1 2 3 4 5 **6**
128. I meet enough people in my leisure time. 1 2 3 **4** 5 6
129. I can relax and celebrate when needed. 1 2 3 4 5 **6**
130. I'm fair to my colleagues. 1 2 3 4 5 **6**



Spiritual condition 5.6

not all well  
not at very  
all well

131. I'm in harmony with my values. 1 2 3 4 5 **6**
132. I feel that my life has a meaning. 1 2 3 4 5 **6**
133. I have clear objectives in my life. 1 2 3 4 5 **6**
134. I know what are my most important values. 1 2 3 4 5 **6**
135. I search actively for spiritual stimuli. 1 2 3 4 **5** 6
136. I develop myself continuously and study new things. 1 2 3 **4** 5 6
137. I always keep to truth. 1 2 3 4 **5** 6
138. I appreciate everything beautiful around me. 1 2 3 4 5 **6**
139. Also goodness in one goal in my life. 1 2 3 4 5 **6**
140. I can stop and relax regularly. 1 2 3 4 5 **6**

Stress management 5

141. I manage well my tension and have learned healthy habits for relaxation. 1 2 3 4 **5** 6
142. I can relax after a hard day and fall asleep easily in the evening. 1 2 3 4 **5** 6
143. My workload is moderate and I can manage it. 1 2 3 4 5 **6**
144. Although I'm working a lot, I have a feeling that my work rather gives me energy than takes it. 1 2 3 4 **5** 6
145. I have learned to balance well my work and my other areas of life. 1 2 3 **4** 5 6

Humbleness 5.6

146. I know my own restrictions. 1 2 3 4 5 **6**
147. I learn systematically from my own mistakes. 1 2 3 4 **5** 6
148. I confess openly the meaning of others for my successes. 1 2 3 4 5 **6**
149. I'm able to enjoy my successes and remain humble. 1 2 3 4 **5** 6
150. I treat people with fairness and respect. 1 2 3 4 5 **6**

SELF-CONFIDENCE 5.9

151. I trust myself and get well along with myself. 1 2 3 4 5 **6**
152. It is easy for me to create good relationships with others. 1 2 3 4 5 **6**
153. I can accept myself and others as they are. 1 2 3 4 5 **6**

	not all					very at well
154. I'm considered to be an effective leader.	1	2	3	4	<b>5</b>	6
155. I'm curious and open to everything new in my work.	1	2	3	4	5	<b>6</b>
156. I consider myself an important person.	1	2	3	4	5	<b>6</b>
157. I like situations with strange people and make acquaintance with them willingly.	1	2	3	4	5	<b>6</b>
158. I appreciate myself and like myself as I am.	1	2	3	4	5	<b>6</b>
159. Most things are possible for me if I only believe in them.	1	2	3	4	5	<b>6</b>
160. I'm enthusiastic about myself, my competencies and possibilities, which I can further develop.	1	2	3	4	5	<b>6</b>