

## THEME

Leading Self

## SUB THEMES

Knowing Self

## Overview

In this activity Participants use a leadership inventory to evaluate their leadership styles.

Participants rate themselves against a series of statements. They group their scores in a series of categories: enabler, modeller, inspirer, challenger, encourager.

These categories relate to a type of leadership. This process allows Participants to identify areas of leadership strength and weakness.

Discussion is facilitated on the characteristics on which the majority of Participants score the highest and the lowest.

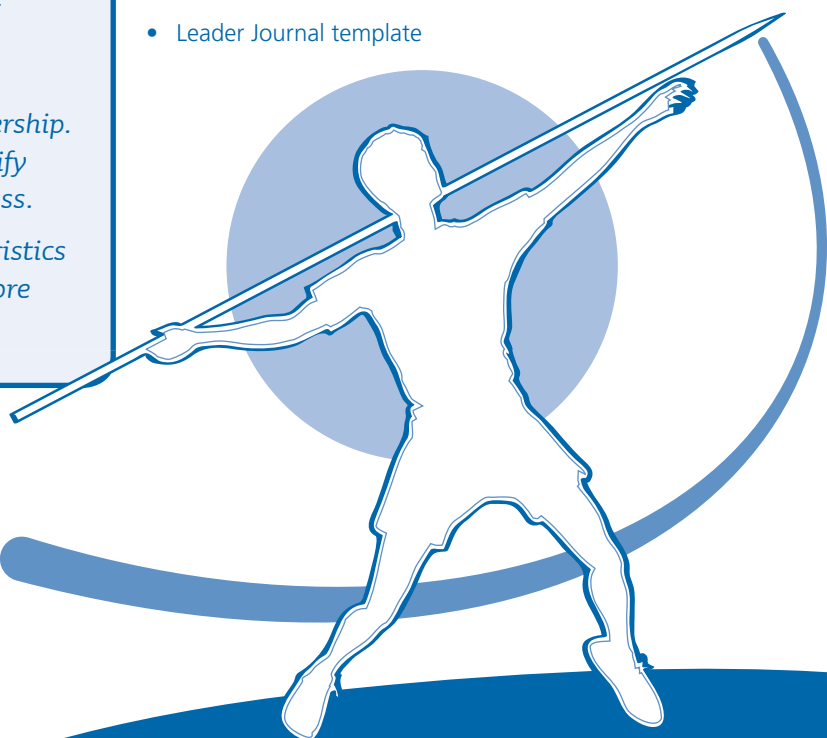
## What Sort of Leader am I?

## Knowledge and skills

Self-awareness, leader styles, leader qualities, leader behaviours.

## Resources

- Leader Journal template



NAME \_\_\_\_\_



## What Sort of Leader am I?

Complete the following leadership assessment inventory. Try to give an honest, immediate-reaction answer.

### Leadership Assessment Inventory\*

To what extent do you engage in the following actions and behaviours? Circle the number that applies to each statement.

1 Rarely                      2 Once in a while                      3 Sometimes                      4 Fairly often                      5 Very frequently

1	I look for opportunities to test my skills and abilities	1	2	3	4	5
2	I tell others the kind of future I would like to create with them	1	2	3	4	5
3	I involve people in planning steps we will take	1	2	3	4	5
4	I am clear about my own values and approach to leadership	1	2	3	4	5
5	I take the time to celebrate achievements when we reach milestones	1	2	3	4	5
6	I stay up-to-date on the most recent changes in our sport and organisation	1	2	3	4	5
7	I look to others to share my goals for the future as their own	1	2	3	4	5
8	I treat others with respect	1	2	3	4	5
9	I make certain that the tasks I manage are divided into manageable portions	1	2	3	4	5
10	I make sure that others are recognised for their contribution	1	2	3	4	5
11	I challenge our approach to the way we do things	1	2	3	4	5
12	I communicate a positive and hopeful outlook for our group's future	1	2	3	4	5
13	I give people sufficient leeway to make their own decisions	1	2	3	4	5
14	I try to make certain that people stick to the values that have been agreed to	1	2	3	4	5
15	I praise others for a job well done	1	2	3	4	5
16	I try to look for innovative ways in which we can improve what we do	1	2	3	4	5
17	I explain to others how their long-term future goals can be realised by sharing a common vision	1	2	3	4	5
18	I develop and maintain co-operative relationships with others	1	2	3	4	5
19	I share with others my thoughts on how to best lead the group	1	2	3	4	5
20	I give members of my team appreciation and support for their efforts	1	2	3	4	5
21	I ask myself "what can we learn?" when things do not go as planned	1	2	3	4	5
22	I look ahead to try to forecast what can be expected in the future	1	2	3	4	5
23	I try to create an atmosphere of mutual trust within the group	1	2	3	4	5
24	I am consistent in utilising the values I hold	1	2	3	4	5
25	I find ways to acknowledge and celebrate accomplishments	1	2	3	4	5
26	I experiment and take risks with new approaches even when there is a possibility they may not succeed	1	2	3	4	5
27	I am contagiously excited and enthusiastic about future possibilities for our group	1	2	3	4	5
28	I try to let others feel a sense of responsibility	1	2	3	4	5
29	I make certain we set clear goals and plans, and establish milestones to measure success	1	2	3	4	5
30	I make a point of letting the rest of the sport know about the success of my group	1	2	3	4	5

\* The information is adapted from Kouzes J., & Posner, B. (1987). The Leadership Challenge, San Francisco. Jossey-Bass Inc.



- Place your score beside the statement number (1–30).
- Total your score (1–5).

<b>Challenger</b>	
Statement number	Score
1	
6	
11	
16	
21	
26	
Totals	

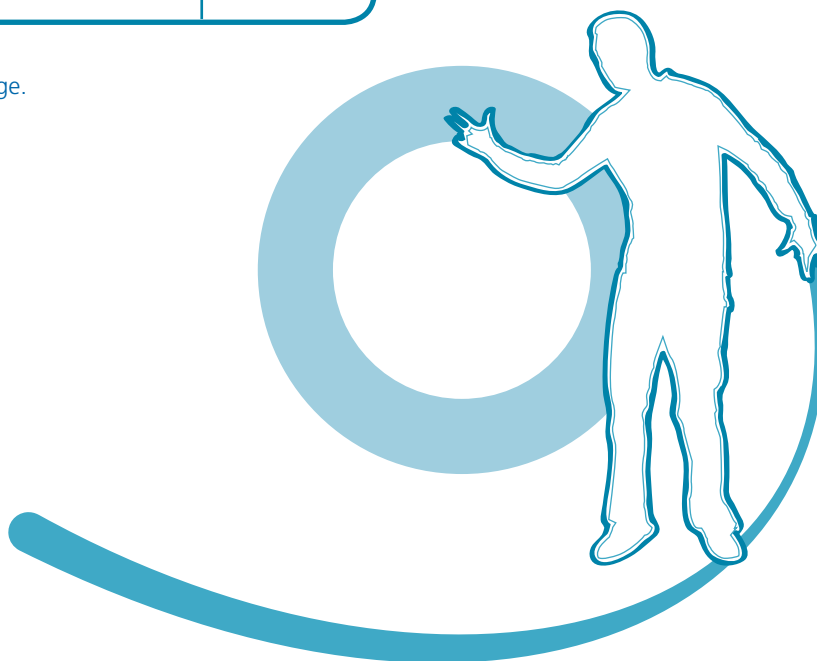
<b>Inspirer</b>	
Statement number	Score
5	
10	
15	
20	
25	
30	
Totals	

<b>Enabler</b>	
Statement number	Score
3	
8	
13	
18	
23	
28	
Totals	

<b>Modeller</b>	
Statement number	Score
4	
9	
14	
19	
24	
29	
Totals	

<b>Encourager</b>	
Statement number	Score
5	
10	
15	
20	
25	
30	
Totals	

- Transfer your totals to the chart on the next page.



A total score for each category of less than 15 goes into the inner circle. Colour the appropriate segments to identify areas of strength and weakness. Generally a score of 25 or above shows high skills in this leadership category.

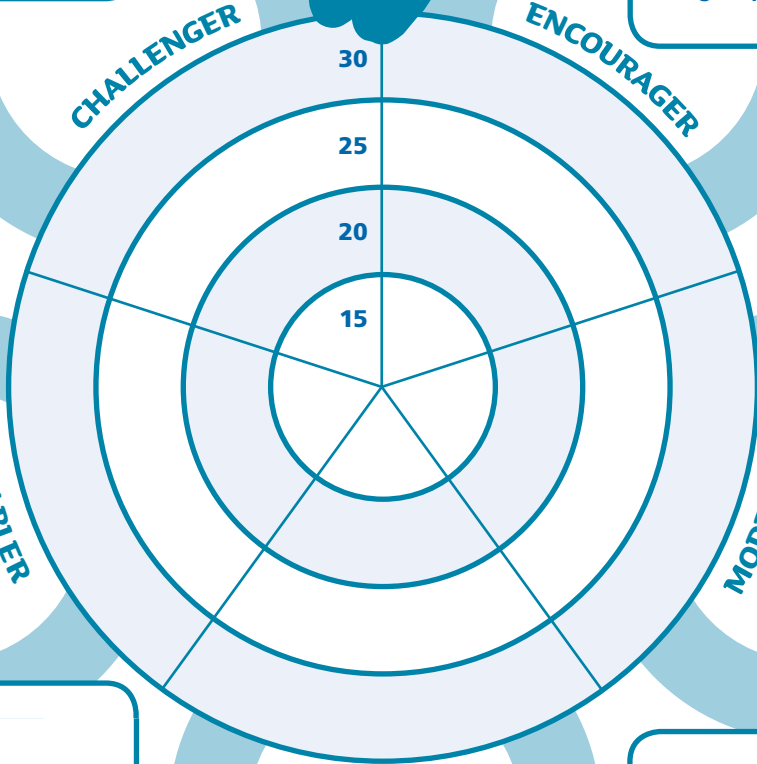


**Challenger**

- Tests self
- Stays up-to-date
- Challenges own way of doing things
- Learns from mistakes
- Experiments and takes risks

**Encourager**

- Celebrates achievements
- Recognises and praises others
- Gives appreciation and support
- Acknowledges accomplishments
- Tells others about group's success



**Enabler**

- Involves others in planning
- Treats others with respect
- Allows others to make decisions
- Promotes co-operative relationships
- Builds mutual trust
- Lets others feel a sense of responsibility

**Inspirer**

- Discusses the future
- Shares goals
- Communicates a positive future
- Promotes a common vision
- Looks ahead and forecasts
- Shares exciting and enthusiastic future

**Modeller**

- Clarifies own values and approaches
- Divides tasks into manageable chunks
- Ensures people stick to agreed-upon values
- Shares thoughts
- Sets and measures goals

