Exercise: VI

School Leader Self-Assessment

The purpose of this exercise is to promote self-examination and discussion. Read each of the behavioral statements below and indicate the extent to which each describes you by circling either:

**This statement describes me - - my actions and/or beliefs about leadership:**

***5 = To a very great extent 2 = To a small extent***

***4 = To a great extent 1 = Does not describe me at all***

***3 = To some extent***

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| 1. Non-alignment with the philosophy of my superordinate(s) may well be a major problem for me. | 5 4 3 2 1 |
| 2. I tend to be outspoken and political to the point where it may get me in trouble with superordinates. | 5 4 3 2 1 |
| 3. I sometimes come across as too self-confident and opinionated, which some people read as my being an authority on everything. | 5 4 3 2 1 |
| 4. I am knowledgeable and not afraid to show it, which may make my superordinates look out-of-date. | 5 4 3 2 1 |
| 5. I take things personally and sometimes talk about my organization in a negative way outside my own organization. | 5 4 3 2 1 |
| 6. If warranted, I will criticize senior level leaders in public. | 5 4 3 2 1 |
| 7. If things go wrong in my department/division, my superordinates should take the heat. After all, this is what they are paid for. | 5 4 3 2 1 |
| 8. I have no interest in, nor will I participate in, “good ol’ boy games” – like going to lunch to “suck up” or going out for drinks after work and so on. | 5 4 3 2 1 |
| 9. It will be in my interest to invest time and money in the re-election campaigns of political figures who support organization philosophy. | 5 4 3 2 1 |
| 10. I will do a good job in my role, but spending time getting to know and participate in the large culture of the organization is a waste of my resources. | 5 4 3 2 1 |
| 11. I am ill prepared to relate to special interest groups. | 5 4 3 2 1 |
| 12. The “bottom line” is of little interest to me, and I will give little, if any, attention to it. | 5 4 3 2 1 |
| 13. I tend to be indiscreet about privileged information. | 5 4 3 2 1 |
| 14. The way I dress is my business, and quite frankly, none of the business of my superordinates. | 5 4 3 2 1 |

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| 15. Credibility with my superordinates is all important. My staff didn’t hire me, and they won’t fire me. | 5 4 3 2 1 |
| 16. I am willing to take an unpopular position on a controversial issue even if my staff doesn’t support this position. | 5 4 3 2 1 |
| 17. There are times when my staff will want me to support a position I don’t agree with, but I probably won’t do so, and I will be irate if they go over my head. | 5 4 3 2 1 |
| 18. Although my staff may be disturbed by my establishing a political base outside my particular area of responsibility, I will do so to get promoted. | 5 4 3 2 1 |
| 19. Being results oriented is the key to upward mobility, and I will do whatever it takes to get results. | 5 4 3 2 1 |

Review your score on all items. Items which you have rated a “3” or above warrant future reflection and possible action.

Discuss your results with a trusted colleague or learning partner.