**Leadership – Followership­­­­ Quick Indicator Assessment**

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| **Skill** | **Score** | **Mark Your Choice** |
| **Leading Change:** This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment |
| Creativity and Innovation | 1. Recognizes creativity in work unit
2. Creates a new quality control system to monitor unit processes
3. Creates a new system to redistribute work across units
4. Creates new methods for planning, designing, and carrying out program objectives
5. Devises new methods, procedures, and approaches having agency-wide impact
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| External Awareness | 1. Keeps up-to-date by attending key meetings hosted by other agencies or organizations
2. Gathers and summarizes information to predict stakeholder views on a new policy
3. Considers the impact of a shift in programmatic direction to meet the needs of local and national customers
4. Provides policy advice to officials which are consistent with local, national, and international policies and trends
5. Examines and utilizes best practices to build an organizational infrastructure
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| Flexibility  | 1. Meets with team to adjust and coordinate schedules to accommodate all team members
2. Uses staff feedback to streamline processes to meet deadlines
3. Realigns resources to meet changing customer needs
4. Adjusts organizational priorities quickly as situations change
5. Implements a successful action plan after a major organizational change
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| Resilience  | 1. Reduces project deliverables following funding cut
2. Meets with employees resistant to organizational change to address concerns
3. Perseveres on project despite changing objectives, deliverables, and deadlines
4. Responds to setbacks by developing alternative approaches to determine the best course of action
5. Defends current policy to high-level officials by explaining legal impact of suggested changes
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| Strategic Thinking | 1. Develops project teams and staffing plans based on consideration of strategic objectives
2. Considers customer needs and trends in the development of strategic plans
3. Reviews of the core mission and gathers information from sources to support development of a strategic plan
4. Leads and directs a strategic planning team to address and outline the future direction of an organization
5. Anticipates a demographic change in society and establishes a vision to effect change objectives and priorities
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| Vision | 1. Meets with staff to address concerns about new organizational structure
2. Involves staff in setting annual goals to ensure buy-in
3. Involves employees and stakeholders in an organizational change process by through meetings and updates
4. Directs and provides guidance to managers to develop long-term strategic plan for the division
5. Develops an approach to improve efficiency and effectiveness of the organizational by using creative concepts
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| **Leading People:** Involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.  |
| Conflict Management  | 1. Leads managers through consensus process on agency's response to controversial issues
2. Recognizes conflict and takes steps to address issues by meeting with the involved parties
3. Meets with employees and addresses concerns regarding critical issues in an open and honest manner
4. Implements changes to ensure work environment is fair and equitable based on employee concerns
5. Addresses employee concerns by providing accurate information to reduce conflict
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| Leveraging Diversity | 1. Attends diversity programs to increase staff awareness
2. Adheres to policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties
3. Recognizes and utilizes skills of staff with diverse backgrounds to benefit stakeholders
4. Builds a diverse staff with a variety of skills who function effectively to accomplish the mission
5. Creates a diverse and inclusive environment after a major reorganization to bring together different cultures
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| Developing Others | 1. Provides developmental feedback to staff on job performance
2. Encourages employees to participate in mentoring programs and other learning opportunities
3. Assesses staff and provides timely and consistent feedback regarding technical proficiency and effectiveness
4. Recommends details and developmental assignments to staff based on career interests and work unit needs
5. Designs and implements opportunities for career development in anticipation of agency restructuring
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| Team Building | 1. Works with team to implement operating procedures within agency
2. Encourages staff to share skills and abilities within work group to facilitate completion of challenging tasks
3. Includes entire team in decision-making process when developing mission and goals for the division
4. Promotes cohesiveness of a dysfunctional team by defining roles and responsibilities of each team member
5. Leads a team to address controversial agency-wide legislative and regulatory policy issues
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|  **Results Driven:** The ability to meet organizational goals and customer expectations. |
| Accountability | 1. Maintains confidentiality of sensitive information by establishing new policies and procedures
2. Investigates claims of employee violations and encourages staff to take responsibility for actions
3. Implements new guidelines and procedures mandated by Congress
4. Provides and promotes position information across divisions to educate staff on respective duties
5. Revises and communicates to employee’s expectations and methods for achieving results using lessons learned
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| Customer Service | 1. Addresses customer questions in a timely manner
2. Develops guides and user manuals for customers
3. Designs and implements guidelines to improve products and services
4. Anticipates growing customer needs to continuously improve product development and service delivery
5. Develops innovative customer service initiative which significantly improves quality and customer satisfaction
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| Decisiveness | 1. Develops meeting agenda and determines topics for group decision making
2. Makes sound and timely decisions for a project, team, or work unit
3. Decides to redesign current performance appraisal system to better meet organizational needs
4. Changes course of when new information indicates previous strategy would not succeed
5. Uses limited information to solve a variety of complex problems during a crisis situation
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| Entrepreneurship | 1. Considers current guidelines when developing a new product
2. Identifies concepts for new programs, products, or services
3. Creates a new product, service, or policy based on requirements submitted by users
4. Takes calculated risks by creating new and innovative business lines
5. Assesses customer needs and develops innovative products and services to address recommendations
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| Problem Solving | 1. Proposes solution to improve customer satisfaction
2. Addresses routine organizational problems by leading a team to brainstorm solutions
3. Reconciles conflicting and/or incomplete information to develop solutions
4. Synthesizes information from internal and external sources to develop an action plan addressing issues
5. Improves organizational efficiency by developing, planning, and implementing a multiple solution to problems
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| Technical Credibility. | 1. Serves as expert consultant to external managers on complex and controversial matters
2. Provides expertise in technical subject area to an organization or team
3. Resolves technical issues promptly by determining and correcting problems
4. Provides expertise in technical subject area to an organization or team
5. Serves as expert consultant to external managers on complex and controversial matters
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| **Business Acumen:** This core qualification involves the ability to manage human, financial, and information resources strategically |
| Financial Management  | 1. Ensures inventory accounting is accurate and complete
2. Justifies requested budget allocation to management in relation to program objectives
3. Conducts research to determine resource needs and guides the procurement process to acquire resources
4. Develops and implements new procurement system to support agency program within constraints
5. Designs and implements an agency-wide financial management system to meet organizational objectives
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| Human Capital Management | 1. Makes personnel decisions based upon promotion criteria and position requirements
2. Recognizes and addresses deficiencies of human resources processes or tools
3. Reviews and updates position descriptions and performance plans
4. Develops rewards system to recognize the impact of employee contributions to the organization
5. Redesign’s organizational structure to provide improved service to customers by considering goals
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| Technology Management  | 1. Determines specifications for a new technology system
2. Works with contractors to implement an IT system change to meet requirements of new legislations
3. Applies technical knowledge of IT system to ensure access to, and security of, the system
4. Improves ability of agency to gather and act on data from stakeholders by using surveys and IT tools
5. Prioritizes and approves agency investment in information technology (IT) applications and systems
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| **Building Coalitions:** This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals. |
| Partnering | 1. Meets regularly with peers and supervisors to identify recurring issues
2. Considers stakeholder input when developing strategies to ensure mutually agreeable initiatives
3. Develops, publicizes, and garners support for programs and policies by meeting with interested parties
4. Collaborates with headquarters, regional offices, and key stakeholders to implement new initiatives
5. Develops and supports programs and policies by meeting with key officials, and other interested parties
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| Political Savvy  | 1. Considers impact of union when addressing employee performance expectations
2. Addresses political issues that may impact internal and external stakeholders
3. Evaluates political implications by considering different courses of action on a key issue
4. Ensures staff understands documentation and required metrics to analyze political issues
5. Understands political issues and effectively works with Congress to receive legislative approval
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| Influencing/ Negotiating | 1. Explains to staff the importance of their involvement on high stakes projects
2. Meets with team leaders to gain buy-in for new direction of division
3. Develops trust among various parties involved in a negotiation process
4. Negotiates with leaders for changes to reorganization design based on feedback from subordinates
5. Convinces colleagues and management to accept recommendations for resources and practiced changes

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| **Fundamental Competencies:** Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals. |
| Interpersonal Skills  | 1. Interacts with co-workers in a tactful manner
2. Shows employees empathy and respect
3. Makes himself accessible to employees at all levels
4. Treats individuals from all levels of the agency with courtesy and sensitivity
5. Interacts with public interest groups with opposing viewpoints while conducting the organization's work
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| Oral Communication  | 1. Communicates agency goals and initiatives to staff in a clear and concise manner
2. Communicates effectively with staff by conducting regular meetings to discuss initiatives and events
3. Communicates with committee regarding necessary actions and suggestions to accomplish objectives
4. Conducts presentations and briefings for high-level agency officials
5. Presents complex information articulately when meeting with key executives or officials regarding issue
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| Integrity/Honesty  | 1. Establishes open and honest communication with employees
2. Provides staff with accurate information about the vision of the agency and outlines changes upfront
3. Communicates honestly with employees regarding changes in the organization to ensure fair staff treatment
4. Instills a climate of trust by admitting own mistakes and taking responsibility for one's actions
5. Promotes a climate of openness and honesty and does not penalize responsible dissent
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| Written Communication | 1. Summarizes recommendations made in annual report
2. Writes daily briefs or guidelines to ensure employees are provided with updated information
3. Develops documents outlining agency mission and goals for use by the local community
4. Writes complex technical reports using clear, concise terminology for use by high-level decision makers
5. Writes, reviews, and publishes advanced research findings and guidelines to be made available to other groups
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| Continual Learning | 1. Attends professional conferences to maintain technical knowledge
2. Solicits periodic feedback to continually improve quality of own work
3. Completes human capital training required for managers and applies key learnings
4. Completes leadership development program including training, coaching, and mentoring
5. Engages in systematic, self-directed training and development activities aligned with strategic needs
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| Public Service Motivation | 1. Responds promptly and accurately to public inquiries about agency policies
2. Reviews unit's policies and procedures on a regular basis to ensure they are consistent with public needs
3. Approves funding in accordance with procedures to ensure public resources are utilized appropriately
4. Partners with community leaders to develop neighborhood action plans
5. Designs and develops programs to address critical community requirement
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| **Score Total** |  |  |
| **Score Average** |  |  |

Key:

* If your Total Score is more than 84 and your Average Score (Total Score/28) is more than 3: You tend to be involved in Leadership.
* If your Total Score is less than 84 and your Average Score (Total Score/28) is less than 3: you have a natural preference to be involved in Followership.
* If your Total Score is exactly equal to 84 you are one of the rare type of people who have tendencies to be either, [read more about L](https://www.forbes.com/sites/forbescoachescouncil/2017/08/11/for-leadership-to-function-properly-your-followers-need-power-too/#24f742e47cb1)eadership and Followership to try to identify with your real preference.