

LEADERSHIP DIMENSIONS SURVEY LETTER TO PARTICIPANTS

To the Participant:

The Leadership Dimensions Survey is designed to assess your leadership skills on four the dimensions by providing you with feedback about how other view the Leadership practices you use.

Attached are five copies of the Leadership Dimensions Survey. Write your name on each as the person who is being evaluated. Distribute copies of the questionnaire to any five people (peers, subordinates, and/or supervisors) whom you believe know you well enough to comment on what you would do (and do not do) as a leader. *Please distribute all five, as this increases the reliability and validity of the results.*

Ask each respondent to complete the questionnaire anonymously and return it to you (or to the facilitator of your leadership training group) *in a sealed envelope*. A sample of a letter you can give to respondents explaining the purpose of the survey is shown below.

Sample Letter to Respondents Completing the Leadership Dimensions Survey

Dear Respondent:

Attached is one copy of the Leadership Dimensions Survey. I would appreciate it if you could fill out the survey about my own behavior as a leader. The Purpose of this survey is to assist me in understanding my own behavior and the impact of that behavior on others in a work setting.

Your honest responses will help me to assess my leadership qualities. Please rate each behavior following the instructions at the top of the survey.

Do not write your name on the survey form. It is designed to be completed anonymously. Please return the completed survey in a sealed envelope marked to my attention [or to the facilitator].

Thank you for your time and honest feedback.

Sincerely,

[your name]

LEADERSHIP DIMENSIONS SURVEY

Gerald V. Miller

Person Being Assessed _____

Instructions: Thank of the person who give this survey to you to complete, named above.

To what extent do the following thirty-two statements apply to this person?

For each statement, circle the response that best applies, using the following scale.

Strongly Agree = 3 Inclined to Agree = 2 Inclined to Disagree = 1 Strongly Disagree = 0

This person:

1. Can describe the kind of future that he or
She would like to create. 3 2 1 0
2. Has behavior that is congruent with his or her
leadership philosophy. 3 2 1 0
3. Is aware of new developments in our field. 3 2 1 0
4. Is consistently an ethical and upstanding leader. 3 2 1 0
5. Can give a clear, specific outcome that would
result from change. 3 2 1 0
6. Supports projects and changes, both publicly
and privately. 3 2 1 0
7. Has experienced what he or she is talking
about and know what he or she is doing. 3 2 1 0
8. Practices principles of self-accountability. 3 2 1 0
9. Appeals to others to join in the vision of the
future. 3 2 1 0
10. Is consistent in practicing what he or she
preaches. 3 2 1 0
11. Seeks out challenging opportunities that test
and stretch the organization's skills and abilities. 3 2 1 0

12. Encourages team members to be interdependent and empowered team members.	3	2	1	0
13. Has clear and specific reasons for initiating change.	3	2	1	0
14. Monitors projects and change activities with clear goals, plans, and established milestones.	3	2	1	0
15. Is consistently well-prepared for any project or change effort contingency.	3	2	1	0
16. Is sincere when asking for others' suggestions and opinions.	3	2	1	0
17. Clearly communicates a hopeful and inspiring outlook for the future of the organization.	3	2	1	0
18. Reinforces and rewards the efforts of those who carry out projects and change efforts.	3	2	1	0
19. Typically can provide team members with a thorough understanding of for any project or change effort.	3	2	1	0
20. Creates an atmosphere of mutual trust during projects and change efforts.	3	2	1	0
21. Understands the resources necessary to put change into effect.	3	2	1	0
22. Experiments and takes risks with new approaches, regardless of the chance of failure.	3	2	1	0
23. Is capable and effective in both technical and leadership abilities.	3	2	1	0
24. Makes a concerted effort to tell the organization about the good work done by the team.	3	2	1	0
25. Shows others how their interests can be realized by joining a common vision.	3	2	1	0
26. Makes personal sacrifices in order to complete projects and to further change efforts.	3	2	1	0
27. Is competent in understanding how all the interacting parts of our organization come together.	3	2	1	0

28. Can always be believed about what he or she is saying.	3	2	1	0
29. Understands the scope of proposed changes and the impact of change on people and the organization.	3	2	1	0
30. Practices innovative leadership that fosters a sense of ownership in others.	3	2	1	0
31. Challenges the status quo regarding the way things are done.	3	2	1	0
32. Typically establishes open, trusting work relationships.	3	2	1	0

LEADERSHIP DIMENSIONS SCORING SHEET

Instructions: This scoring sheet is divided into four sections, each representing one dimension of leadership: constancy of purpose, congruity of activity, competency of outcome, or compatibility of values. Transfer the scores given to you by each respondent to the appropriate blank below. Remember that items are not in numerical order, but are divided by quadrant. Each letter, A through E represents a different respondent.

After you have filled in the scores for each question, add them horizontally and divide by the number of responses you received to determine your average score. Write your average scores for each question in the blank provided. Next add the eight average scores for each section and write the number in the blank marked “total”

I. Constancy of purpose: Profound Strategy and Purposeful Direction

	Respondents					Average
	A	B	C	D	E	
1. Can describe the kind of Future that he or she would like to create.	—	—	—	—	—	_____
5. Can give a clear, specific outcome that would result from change.	—	—	—	—	—	_____
9. Appeals to others to join in the vision of the future.	—	—	—	—	—	_____
13. Has clear and specific reason for initiating change	—	—	—	—	—	_____
17. Clearly communicates a hopeful and inspiring outlook for the future of the organization.	—	—	—	—	—	_____
21. Understands the resources necessary to put change into effect.	—	—	—	—	—	_____
25. Shows others how their Interests can be realized by joining a common vision.	—	—	—	—	—	_____

29. Understands the scope of proposed changes and the impact of change on people and the organization.	—	—	—	—	—	_____
						Total _____

II. Congruity of Activity: Profound strategy and purposeful Behavior

	Respondents					Average
	A	B	C	D	E	
2. Has behavior that is congruent with his or her leadership philosophy.	—	—	—	—	—	_____
6. Supports projects and changes, both publicly and privately.	—	—	—	—	—	_____
10. Is consistent in practicing what he or she preaches.	—	—	—	—	—	_____
14. Monitors projects and change activities with clear goals, plans, and established milestones.	—	—	—	—	—	_____
18. Reinforces and rewards the efforts of those who carry out projects and change efforts.	—	—	—	—	—	_____
22. Experiments and takes risks with new approaches, regardless of the chance of failure.	—	—	—	—	—	_____
26. Makes personal sacrifices in order to complete projects and to further change efforts.	—	—	—	—	—	_____

30. Practices innovative leadership that fosters a sense of ownership in others	—	—	—	—	—	—	_____
						Total	_____

III. Competency of Outcome: Profound Knowledge and purposeful Direction

	Respondents					Average
	A	B	C	D	E	
3. Is aware of new developments in our field.	—	—	—	—	—	_____
7. Has experienced what he or she is talking about and knows what he or she is doing.	—	—	—	—	—	_____
11. Seeks out challenging opportunities that test and stretch the organization's skill and abilities.	—	—	—	—	—	_____
15. Is consistently well-prepared for any project or change effort contingency.	—	—	—	—	—	_____
19. Typically can provide team members with a thorough understanding of any project or change effort.	—	—	—	—	—	_____
23. Is capable and effective in both technical and leadership abilities.	—	—	—	—	—	_____
27. Is competent in understanding how all the interacting parts of our organization come together.	—	—	—	—	—	_____
31. Challenges the status quo regarding the way things are done.	—	—	—	—	—	_____

Total _____

IV. Compatibility of Values: Profound Knowledge and Purposeful Behavior

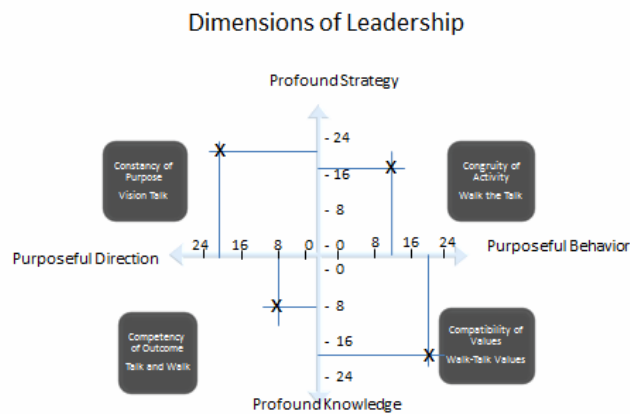
	Respondents					Average
	A	B	C	D	E	
4. Is consistently an ethical and upstanding leader.	—	—	—	—	—	_____
8. Practices principles of self-accountability.	—	—	—	—	—	_____
12. Encourages team members to be interdependent and empowered team members.	—	—	—	—	—	_____
16. Is sincere when asking for others' suggestions and opinions.	—	—	—	—	—	_____
20. Creates an atmosphere of mutual trust during projects and change efforts.	—	—	—	—	—	_____
24. Makes a concerted effort to tell the organization about the good work done by the team.	—	—	—	—	—	_____
28. Can always be believed about what he or she is saying.	—	—	—	—	—	_____
32. Typically establishes open, trusting work relationships.	—	—	—	—	—	_____

Total _____

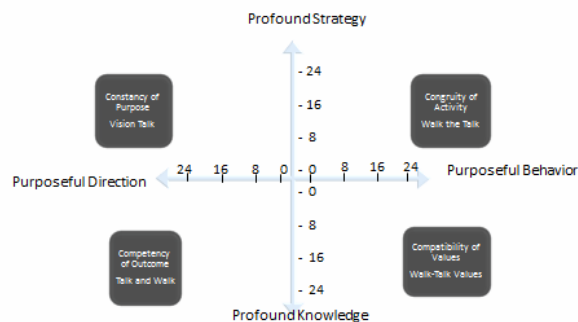
Leadership Dimensions Map

Instructions: Plot your scores for each quadrant. For example, if you received a score of 19 for Quadrant I, Constancy of Purpose, mark the score on both the Profound Strategy and Purposeful Direction lines. Then draw a rule perpendicular to each line and make an X where the two lines meet in the quadrant. Do the same for your scores in each of the other quadrant as shown in the example.

Dimensions of Leadership



Dimensions of Leadership



Leadership Dimensions Interpretation Sheet

Interpretation: The most crucial step for learning is to answer the questions, “So what?” and “Now what?” Now that you have completed your Leadership Dimensions Scoring Sheet, you will want to interpret what the scores have to say and take action to improve your leadership skills. Utilizing what you have learned about how you behave in real-world leadership situation, you can make plans for your professional development.

The Leadership Dimensions Interpretations Survey is interpreted on an item-by-item basis, as well as by comparison of total category scores. You will be able to determine the following information from your scores.

Individual Item Scores

Average scores for *individual items* of 2.0 and above reflect strengths, that is, respondents are telling you that they observe your use of this practice.

Average scores for items of 1.7 to 1.9 are questionable, that is, the total itself provides insufficient information on which to draw a conclusion. You must, instead, look at the spread of scores to determine whether the average scores reflects a strength or a weakness. For example, you may receive a scores of 1.8 because four people were “inclined to disagree”. This would not reflect a weakness. However, if you receive one “strongly agree,” one “inclined to agree,” and two “inclined to disagree” you may need to improve on that item.

Average scores of 1.6 or lower reflect weaknesses.

Category Scores

For each dimension, look at the total score (sum of all averages). Use the following scale to determine your skill level:

0 to 9 = Skills Need Significant Improvement

10 to 19 = Skills Are Adequate, but Could Be Improved

20 to 24 = Excellent Employment of the Skills

This will step help you to apply what you have learned about yourself. For best results, focus on dimensions on which you score between 10 and 19 (areas for improvement) and between 0 and 9 (areas requiring concerted effort).

Also address individual questions on which your average scores was 1.6 or lower, which reflects a weakness, and between 1.7 and 1.9 which reflects a “wait and see” attitude on the part of the respondents.

What can you do to make improvements in each of the quadrants? Read all of the suggestions that follow the interpretation of your scores and then complete the Leadership Dimension Action Planning Sheet.

Constancy of Purpose

Low (0 to 9) Scores in this quadrant indicate that the following areas require improvement:

- Being able to describe the future toward which you are leading your team;
- Formulating clear, specific reasons and outcomes before initiating changes;
- Showing others how their interests can be realized by achieving a common vision and purpose and inspiring them to join you; and
- Showing your understanding of proposed changes and the impact they will have on people and the organization.

Suggestions for improvement

- Take a course in public speaking or presentation skills.
- Read a book about motivating others and practice what you have learned.
- Develop your interpersonal skills in the areas of opening up and sharing your vision, purpose, and concerns with others.

Congruity of Activity

Low (0 to 9) scores in this quadrant indicate that the following areas require improvement;

- Backing up what you have said, both publicly privately;
- Monitoring and reinforcing any project or change efforts;
- Fostering a sense of ownership in your team;
- Personally sacrificing to further any project or change; and
- Practicing innovative leadership.

Suggestions for Improvement

- Initiate third-party shadowing, for example, ask a trusted advisor to spend extensive time with you observe your behavior and provide feedback to you.
- Begin daily “journaling” to note any behavior that might lead others to believe that you are saying one thing and doing another.

Competency of Outcome

Low (0 to 9) scores in this quadrant in that the follow areas require improvement;

- Keeping abreast of and ahead of any new developments in your field of expertise;
- Balancing your leadership skill with top-notch technical skill;
- Challenging the status quo and finding new ways of doing work; and
- Rolling up your sleeves and doing the actual work along with your team members.

Suggestions for Improvement

- Obtain just-in-time, experiential training that provides you with actual work skills.
- Request to be mentored by a trusted expert practitioner, someone who has a reputation for excellent application skills.

Compatibility of Values

Low (0 to 9) scores in this quadrant indicate that the following areas require improvement:

- Being responsible and accountable;
- Creating an atmosphere of mutual trust through open and direct communication;
- Communicating your personal and the organization's ethical standards of operation and values; and
- Encouraging team members to be empowered and interdependent.

Suggestions for Improvement

- Attend experiential business ethics training with emphasis on job satisfaction, cooperation, creativity, tolerance, dignity and respect, truth, honor, and loyalty.
- With the aid of a trusted consultant, conduct a values clarification activity with your team.

Leadership Dimensions Action Planning Sheet

Summary

The quadrant in which I scored the lowest was _____

List the questions on which you scored 1.6 or lower and 1.7 to 1.9 below. These indicate areas for improvement.

Statements in the other three quadrants for which I scored 1.6 or lower include:

Planning

1. As a result of this survey I have learned:

2. The cost of not making changes would be:

3. In order to improve my leadership I must:

Continue doing:

Start doing : _____

Stop doing : _____

4. My sources for help include:

Mentors: _____

Training: _____

Readings and resources: _____

Other: _____

5. To ensure success I will:

6. I will know I have been successful when:

7. I will improve by taking the following actions:

Action	Start Date	Complete By