

## Change Leadership Competency Questionnaire

<b>VISIONARY</b>	<i>Rarely</i>	<i>Sometimes</i>	<i>Frequently</i>	<i>Always</i>
I demonstrate willingness to take risks.	1	2	3	4
I possess thorough, in-depth knowledge of my industry, organization, and people.	1	2	3	4
Problem solving comes naturally to me.	1	2	3	4
I am consistently persuasive.	1	2	3	4
I am confident in my ability to lead others.	1	2	3	4
I adapt to ever-changing conditions.	1	2	3	4
I am results driven.	1	2	3	4
I have a leader vision of my organization, including its potential and capabilities.	1	2	3	4
I am creative, able to envision that which does not yet exist.	1	2	3	4
I am comfortable with, not fearful of, ambiguity.	1	2	3	4
I demonstrate personal accountability for my decisions and actions.	1	2	3	4
I put the needs of others and my organization above my own.	1	2	3	4
I am long-term focused, resisting quick fix opportunities or short-term solutions.	1	2	3	4
I make certain that change initiatives support the organization's vision, mission and goals.	1	2	3	4
I draw people in and build collaborative alliances of people working toward a common goal.	1	2	3	4
I willingly and enthusiastically share the organization's purpose and vision to ensure employee support.	1	2	3	4
<i>Visionary Total Points:</i>				
<b>INSPIRER</b>	<i>Rarely</i>	<i>Sometimes</i>	<i>Frequently</i>	<i>Always</i>
I help people to see "what's in it for them" with regard to impending change.	1	2	3	4
I am unwaveringly enthusiastic about the benefits of change for individuals, groups, and the organization.	1	2	3	4
I allow employees to participate in the development of the organization's vision.	1	2	3	4
I work collaboratively <i>with</i> employees to accomplish the organization's goals and objectives.	1	2	3	4
I work with others to arrive at viable solutions.	1	2	3	4
I make certain that my values and beliefs align with those of the organization and the impending change.	1	2	3	4
I am the first to incorporate new ways and change into my daily routine.	1	2	3	4
My behaviors are consistent with my words.	1	2	3	4
<i>Inspirer Total Points:</i>				
<b>SUPPORTER</b>	<i>Rarely</i>	<i>Sometimes</i>	<i>Frequently</i>	<i>Always</i>
I identify and eliminate barriers to change within my organization.	1	2	3	4
I allow employees to make mistakes and learn from their errors.	1	2	3	4
I am flexible, demonstrating my willingness to modify plans when necessary.	1	2	3	4
I am open to new ideas and fresh perspectives.	1	2	3	4
I encourage people to share their opinions, concerns, and suggestions for improvement.	1	2	3	4
I understand the intricacies of my organization, its players and capabilities, and use this knowledge to secure needed resources.	1	2	3	4

I am an advocate for my employees and pursue needed resources aggressively.	1	2	3	4
I encourage others to contribute and participate in ways that are meaningful to them.	1	2	3	4
I work with my employees as a coach rather than a boss.	1	2	3	4
I create a work environment free of fear.	1	2	3	4
I build trust by providing my employees the freedom to develop creative, innovative solutions to organizational challenges.	1	2	3	4
I continuously enhance my own written and verbal communications skills.	1	2	3	4
I develop a solid communication pattern with employees in terms of frequency and depth.	1	2	3	4
I devote my full attention to others and actively listen when I am being addressed.	1	2	3	4
I request feedback from my employees regarding my performance and behavior.	1	2	3	4
I visibly demonstrate my responsibilities for change.	1	2	3	4
I hold myself accountable for the performance of my employees and the success of our projects.	1	2	3	4
I am honest and forthright with my intentions and actions.	1	2	3	4
My words are consistent with my actions and beliefs.	1	2	3	4
I demonstrate commitment to enhancing my skills by actively engaging in self development activities.	1	2	3	4
I engage in continual self reflection to develop an understanding of my own limitations.	1	2	3	4
I understand motivators of human behavior.	1	2	3	4
I personally get to know my employees and their unique talents, needs, goals and wants.	1	2	3	4

*Supporter Total Points:*

<b>PROBLEM SOLVER</b>	<i>Rarely</i>	<i>Sometimes</i>	<i>Frequently</i>	<i>Always</i>
I am able to employ multiple data gathering techniques, such as observation, surveys, interviews, and focus groups.	1	2	3	4
I am able to gather data, draw conclusions, propose and assess alternatives, and recommend viable solutions.	1	2	3	4
I think broadly to generate alternatives and engage in thorough analysis of viability.	1	2	3	4
I think “outside the box” and encourage the same in others.	1	2	3	4
I demonstrate resourcefulness in my approaches to new and existing problems or opportunities.	1	2	3	4
I become personally involved with employees, spending significant time with each in order to assess their skills, needs, and ways that I may be of assistance.	1	2	3	4
I work collaboratively with employees to evaluate the status of change efforts and modify as needed.	1	2	3	4

*Problem Solver Total Points:*

<b>CHANGE MANAGER</b>	<i>Rarely</i>	<i>Sometimes</i>	<i>Frequently</i>	<i>Always</i>
I help employees work effectively and efficiently by minimizing organizational interference.	1	2	3	4
I understand the immense complexities of change, including planning, implementation, and human reactions.	1	2	3	4
I provide a communication climate that is non-threatening, comfortable, and conducive for sharing.	1	2	3	4

I openly communicate with employees to meet their needs and help them work through change.	1	2	3	4
I utilize a variety of methods to communicate, and tailor my delivery to the needs of my audience.	1	2	3	4
I understand the importance of goal setting and its relationship to employee motivation.	1	2	3	4
I work with employees to collaboratively set realistic, challenging, yet attainable goals and expectations.	1	2	3	4
I exhibit confidence in my employees' abilities and judgment.	1	2	3	4
I value the contributions of others and encourage their input.	1	2	3	4
I delegate work to others based on their skills, abilities, and interests.	1	2	3	4
I understand that resistance to change is natural yet can be overcome.	1	2	3	4
I take the time to discover the personal reactions and approach to change unique to each employee.	1	2	3	4
I am familiar with and able to utilize specific techniques to help me employees work through change.	1	2	3	4
I understand that conflict can be constructive rather than destructive.	1	2	3	4
I am able to work with others to negotiate win-win solutions.	1	2	3	4
I know when to allow myself to become involved in employee conflict and when to function as an unbiased mediator.	1	2	3	4
I provide advancement and promotion opportunities for employees who embrace change.	1	2	3	4
I publicly recognize employees who promote and engage in change.	1	2	3	4
I reward employees (who change) in ways that are personally meaningful to them.	1	2	3	4
I link employees' adoption of change to appropriate recognition and rewards.	1	2	3	4
I engage employees in celebration of successful change efforts.	1	2	3	4
<i>Change Manager Total Points:</i>				

## SCORING

After calculating the total for each of the five skills areas, total all five skills areas and compare the overall score to the Change-Leadership Competency Mastery Score line. An explanation of score ranges follows.

Visionary Total Points: \_\_\_\_\_  
 Inspirer Total Points: \_\_\_\_\_  
 Supporter Total Points: \_\_\_\_\_  
 Problem Solver Total Points: \_\_\_\_\_  
 Change Manager Total Points: \_\_\_\_\_  
**Grand Total:** \_\_\_\_\_

## ACTION PLAN FOR SELF-ASSESSMENT

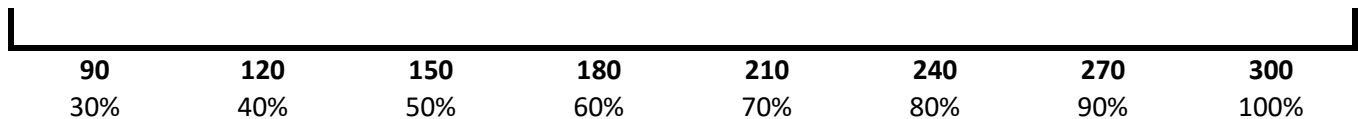
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Review your competency areas, noting those areas of skill and those needed improvement. Plan to continue and further enhance your skill areas, as these clearly represent successes on your part.

Your lowest scores and related competencies offer areas for personal growth and development. Identify your weakest areas and formulate plans for enhancing your performance. List specific actions and appropriate timeframes for improvement. Action plans for your own personal development might include taking classes or attending workshops on change or leadership, seeking assistance from a mentor or successful change leader, asking your peers and employees for detailed feedback, and so forth. Visit this document regularly, and modify as needed to ensure your continued growth.

## CHANGE LEADERSHIP MASTERY SCORE

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- 270+      **Change Leader**  
You are an accomplished change leader. People recognize your talent and are comfortable following you through the journey of change. Continue to explore new ways to lead, encourage, involve, and reward.
- 240-269      **Change Agent**  
You are a catalyst for change, are well on your way to being a leader, yet have room for improvement. Focus on perfecting your skills in developmental areas to enhance your effectiveness and the success of change efforts. Seek feedback from your peers and employees. In the end, you're all in the together.
- 210-239      **Average Change Manager**  
Although you recognize the need for change, you struggle with certain critical components of the process, interactions with people, or your own roles and responsibilities. Be proactive. Assertively explore ways to hone your skills – include literature, workshops or courses, exploration of relevant literature, mentoring, and feedback.
- < 210      **Average Manager**  
Like most managers, you have little if any training in implementing change, although you are required to do so. Change is probably as painful for you as it is for your employees. Now is the time to enhance your skills and effectiveness – embark on your own personal self development mission. You, your employees, and the organization will benefit.