

# Inventory of Leadership Strengths and Weaknesses©

## A Professional Development Exercise

The purpose of this inventory is for you to evaluate yourself and discover where your leadership strengths lie. Your organization has people with a variety of talents and abilities, but obviously does not expect an individual to be “strong” in every area. This instrument will help you identify your leadership strengths and weaknesses. You can then capitalize on your strengths and work to develop areas identified as weaknesses. Please reflect on your leadership knowledge, skills, and abilities and respond honestly to each item on the inventory.

### DIRECTIONS:

1. For each of the traits listed on the inventory decide whether it is a:

A **Strength** – something you would say characterizes you.

If the trait describes you, then mark it as a strength. Identifying a trait as a “Strength” indicates that the characteristic is **typical** of you or how you **regularly respond** to situations.

Or

A **Weakness** – something you would say does not characterize you.

Identifying a trait as a “Weakness” means that it is **atypical** of you or that it is **not how you regularly respond** to situations.

2. In the column to the right of each trait, mark **ONLY ONE** response to indicate if you believe that trait is a **STRENGTH** or **WEAKNESS**.

You need to **MARK EVERY TRAIT** in the inventory as either a strength or a weakness.

3. After you have marked every trait in the inventory, review the ones you identified as strengths. Identify 5 to 10 of these behaviors as your **GREATEST STRENGTHS** by marking the column to the far right. Mark at least 5 but no more than 10 Greatest Strengths.

Name: \_\_\_\_\_

Date: \_\_\_\_\_

## Inventory of Leadership Strengths and Weaknesses©

VERY IMPORTANT: Your responses will be used for professional development purposes, that is, to help you grow and develop in your role as a leader. Identifying weaknesses should not be considered a “negative.” Rather, honestly recognizing strengths and weaknesses and taking personal action to correct weakness will help you develop as a leader.

Carefully read the definition of each item and decide if it is a ”Strength” or a “Weakness.” Then, mark the column to the right of the behavior that reflects your decision. Mark only one column per trait; respond to every trait in the inventory. Thank you.

#	PERSONAL CHARACTERISTICS (SELF)	Strength	Weakness		Greatest Strength
S1	<b>DRIVE</b> - high energy and effort directed toward accomplishing identified goals and outcomes				
S2	<b>ACHIEVEMENT MOTIVATION</b> - desire to complete challenging tasks, attain standards of excellence, & develop better ways to do things.				
S3	<b>AMBITION</b> – desire to get ahead; actively take steps to demonstrate your drive and determination				
S4	<b>ENERGY</b> – physical, mental, and emotional vitality				
S5	<b>TENACITY</b> – perseverance to overcome obstacles				
S6	<b>INITIATIVE</b> - proactive; makes choices and takes action that leads to change				
S7	<b>LEADERSHIP MOTIVATION</b> - desire to influence and lead others; need for power; willingness to assume responsibility				
S8	<b>SELF-CONFIDENCE</b> – confidence to take the necessary actions to lead, including problem solving, decision making, convincing others to pursue specific actions, and dealing with obstacles & setbacks				
S9	<b>EMOTIONAL STABILITY</b> – ability to remain even tempered; may get excited, but does not become angry or enraged				
S10	<b>COGNITIVE ABILITY / INTELLIGENCE</b> – ability to formulate strategies, solve problems, and make correct decisions; ability to gather, integrate, and interpret large amounts of information.				
S11	<b>TECHNICAL KNOWLEDGE</b> - a high degree of knowledge about the organization, operations, performance, and technical matters.				
S12	<b>HONESTY</b> - being truthful or non-deceitful				
S13	<b>INTEGRITY</b> - correspondence between word & deed across situations and circumstances.				
S14	<b>ETHICAL</b> – doing “the right thing” across situations and circumstances, especially in difficult and challenging situations.				
S15	<b>COURAGE</b> – ability to make the tough decisions and take difficult actions when needed				
S16	<b>TOLERANCE FOR STRESS</b> - ability to maintain effectiveness in diverse situations under varying degrees of pressure, opposition, and disappointment.				
S17	<b>FLEXIBILITY</b> – ability to adapt behavior to fit the situation				

#	TASK SKILLS	Strength	Weakness		Greatest Strength
T1	<b>VISIONING</b> - ability to effectively create an image of the future for the unit/organization and develop the necessary means to achieve that image.				
T2	<b>ORGANIZING</b> – ability to systematically arrange own work and resources, as well as that of others, for efficient task accomplishment.				
T3	<b>PLANNING</b> - ability to anticipate and prepare for the future.				
T4	<b>PROBLEM SOLVING</b> - ability to gather information; to understand relevant technical and professional information; to effectively analyze data and information; to generate viable options, ideas, and solutions; to select supportable courses of action				
T5	<b>INNOVATION</b> - ability to use available resources in new ways; and to generate and recognize creative solutions				
#	PEOPLE SKILLS	Strength	Weakness		Greatest Strength
P1	<b>CONSIDERATION</b> - ability to consider the feelings and needs of others as well as be aware of the impact and implications of decisions relevant to others inside and outside the organization.				
P2	<b>TEAM SKILLS</b> - ability to engage and work in collaboration with other members of the group so that others are involved in the process and the outcome.				
P3	<b>COMMUNICATION</b> - ability to effectively convey both oral and written information, and to effectively respond to questions and challenges.				
P4	<b>INFLUENCING OTHERS</b> - ability to persuade others to do something or adopt a point of view in order to produce desired results (without creating hostility).				
P5	<b>CHARISMA</b> – ability to influence others to get them to adopt your values and beliefs				

After you have marked every item in the inventory, review the characteristics you identified as strengths. **Identify 5 to 10 of these items as your GREATEST STRENGTHS** by marking the column to the far right. Mark at least 5 but no more than 10 Greatest Strengths.

**Thank you for taking the time to carefully complete this inventory.**

## References

- \*Arthur, W., Day, E. A., McNelly, T. L., & Edens, P.S. (2003). A meta-analysis of the criterion-related validity of assessment center dimensions. *Personnel Psychology*, 56, 125-154.
- Dansereau, F., Graen, G., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership in formal organizations. *Organizational Behavior and Human Decision Processes*, 13, 46-78.
- Fiedler, F. E. (1967). *A theory of leadership effectiveness*. New York: McGraw-Hill.
- \*Fleishman, E. A. (1973) Twenty years of consideration and structure. In E. A. Fleishman & J. G. Hunt (Eds.) *Current developments in the study of leadership*. Carbondale: Southern Illinois University Press.
- House, R.J. (1996). Path-goal theory of leadership: Lessons, legacy, and a reformulated theory. *Leadership Quarterly*, 7, 323-353.
- \*Kirkpatrick, S. A. & Locke, E. A. (1991). Leadership: Do traits matter? *Academy of Management Executive*, 5, 48-60.
- Komaki, J. L. Zlotnick, S., & Jensen, M. (1986). Development of an operant-based taxonomy and observational index of supervisory behavior. *Journal of Applied Psychology*, 71, 260-269.
- Konger, J. A. & Kanungo, R. N. (1987). Toward a Behavioral Theory of Charismatic Leadership. *Academy of Management Review*, 12, 637-647.
- Kouzes, J. M., & Posner, B. Z. (2002). *The Leadership Challenge, Third Edition*. San Francisco, CA: Jossey-Bass.
- Kuhnert, K. W., & Lewis, P. (1987). Transactional and Transformational Leadership: A Constructive/-Developmental Analysis. *Academy of Management Review*, 12, 648-657.
- Vroom, V. H. & Yetton, P. W. (1973). *Leadership and decision-making*. Pittsburgh: University of Pittsburgh Press.
- \*Sternberg, R. J. (2003). WICS: A model of Leadership in Organizations. *Academy of Management Learning and Education*, 2, 386-401.