



Capacity Building
Solutions



CBS_COMPREHENSIVE LEADER ASSESSMENT FORM

LEADER ASSESSMENT TOOL

Please evaluate your leader in the following categories, scoring from 1 (poor) to 10 (excellent):

People Skills

Overall, this person...	Importance to You (1-10)	Score (circle one)									
		Poor				Average				Excellent	
...is an effective leader		1	2	3	4	5	6	7	8	9	10 n/a
...has high integrity and strong ethics		1	2	3	4	5	6	7	8	9	10 n/a
...genuinely likes people, and it shows		1	2	3	4	5	6	7	8	9	10 n/a
...is empathetic; cares about me as a person		1	2	3	4	5	6	7	8	9	10 n/a
...displays his/her emotions appropriately		1	2	3	4	5	6	7	8	9	10 n/a
...builds effective work relationships inside the organization		1	2	3	4	5	6	7	8	9	10 n/a
...builds effective work relationships outside the organization		1	2	3	4	5	6	7	8	9	10 n/a
...is politically savvy; builds rather than burns bridges		1	2	3	4	5	6	7	8	9	10 n/a
...is approachable and accessible when needed		1	2	3	4	5	6	7	8	9	10 n/a
...makes me feel comfortable in one-on-one interactions		1	2	3	4	5	6	7	8	9	10 n/a
...makes me feel valued and like the work I do is important		1	2	3	4	5	6	7	8	9	10 n/a
...has my best interest at heart		1	2	3	4	5	6	7	8	9	10 n/a
...inspires and motivates me to do the best job possible		1	2	3	4	5	6	7	8	9	10 n/a
...clearly values and acknowledges individual differences		1	2	3	4	5	6	7	8	9	10 n/a
...instills confidence in his/her people and their abilities		1	2	3	4	5	6	7	8	9	10 n/a
...is a good teacher		1	2	3	4	5	6	7	8	9	10 n/a
...is a helpful coach and mentor		1	2	3	4	5	6	7	8	9	10 n/a
...helps people to adjust to change; doesn't force it on them		1	2	3	4	5	6	7	8	9	10 n/a
...is patient		1	2	3	4	5	6	7	8	9	10 n/a
...is a good listener		1	2	3	4	5	6	7	8	9	10 n/a
...communicates effectively		1	2	3	4	5	6	7	8	9	10 n/a

Planning and Direction

Overall, this person...	Importance to You (1-10)	Score (circle one)									
		Poor			Average			Excellent			
...makes me feel like the organization's mission is important		1	2	3	4	5	6	7	8	9	10 n/a
...provides a compelling vision for the company		1	2	3	4	5	6	7	8	9	10 n/a
...keeps the organization moving forward		1	2	3	4	5	6	7	8	9	10 n/a
...is a good strategist; effectively positions the company for the future		1	2	3	4	5	6	7	8	9	10 n/a
...understands external business forces and works proactively to capitalize on them		1	2	3	4	5	6	7	8	9	10 n/a
...thinks of new and creative ways for the organization to fulfill its mission		1	2	3	4	5	6	7	8	9	10 n/a
...provides clarity in terms of strategic focus and direction		1	2	3	4	5	6	7	8	9	10 n/a
...ensures we make good strategic business decisions		1	2	3	4	5	6	7	8	9	10 n/a
...provides the necessary resources to accomplish goals		1	2	3	4	5	6	7	8	9	10 n/a
...knows when to say "no"		1	2	3	4	5	6	7	8	9	10 n/a
...stays connected to our customers and understands their needs		1	2	3	4	5	6	7	8	9	10 n/a
...puts us in a position to compete effectively		1	2	3	4	5	6	7	8	9	10 n/a
...rallies everyone around common goals and objectives		1	2	3	4	5	6	7	8	9	10 n/a
...is a good planner; effectively coordinates time and resources		1	2	3	4	5	6	7	8	9	10 n/a
...understands the need to make investments in our long-term success		1	2	3	4	5	6	7	8	9	10 n/a
...ensures the effective implementation of strategic planning objectives		1	2	3	4	5	6	7	8	9	10 n/a
...keeps the organization informed about progress of strategic planning objectives		1	2	3	4	5	6	7	8	9	10 n/a
...is taking the organization to a good place		1	2	3	4	5	6	7	8	9	10 n/a

Management Skills

Overall, this person...	Importance to You (1-10)	Score (circle one)									
		Poor				Average			Excellent		
...focuses on results, not just activities		1	2	3	4	5	6	7	8	9	10 n/a
...exercises good and sound judgment		1	2	3	4	5	6	7	8	9	10 n/a
...makes timely, accurate, and informed decisions		1	2	3	4	5	6	7	8	9	10 n/a
...is good at motivating people to perform at a high level		1	2	3	4	5	6	7	8	9	10 n/a
...is an effective team-builder		1	2	3	4	5	6	7	8	9	10 n/a
...ensures that everyone knows what success looks like and how our work fits into the bigger picture		1	2	3	4	5	6	7	8	9	10 n/a
...is a good judge of talent		1	2	3	4	5	6	7	8	9	10 n/a
...creates an environment of accountability		1	2	3	4	5	6	7	8	9	10 n/a
...establishes a sense of orderliness and structure		1	2	3	4	5	6	7	8	9	10 n/a
...holds everyone to the same standard		1	2	3	4	5	6	7	8	9	10 n/a
...constantly looks for ways to improve our processes and procedures		1	2	3	4	5	6	7	8	9	10 n/a
...delegates effectively		1	2	3	4	5	6	7	8	9	10 n/a
...consistently and effectively models the behavior he/she wants to see		1	2	3	4	5	6	7	8	9	10 n/a
...does a good job managing to the bottom line; ensures profitability		1	2	3	4	5	6	7	8	9	10 n/a
...is transparent about results (both good and bad)		1	2	3	4	5	6	7	8	9	10 n/a
...handles chaotic situations well		1	2	3	4	5	6	7	8	9	10 n/a
...asks good questions		1	2	3	4	5	6	7	8	9	10 n/a
...makes thoughtful and informed decisions		1	2	3	4	5	6	7	8	9	10 n/a
...helps me become a better professional		1	2	3	4	5	6	7	8	9	10 n/a
...provides performance feedback in a constructive manner		1	2	3	4	5	6	7	8	9	10 n/a
...celebrates our successes and accomplishments		1	2	3	4	5	6	7	8	9	10 n/a
...debriefs failures in a manner that allows us to improve and grow		1	2	3	4	5	6	7	8	9	10 n/a
...creates a positive and productive cultural environment		1	2	3	4	5	6	7	8	9	10 n/a
...creates the right working conditions for staff to be successful		1	2	3	4	5	6	7	8	9	10 n/a

Miscellaneous

Overall, this person...	Importance to You (1-10)	Score (circle one)									
		Poor				Average			Excellent		
...has integrity		1	2	3	4	5	6	7	8	9	10 n/a
...is wise		1	2	3	4	5	6	7	8	9	10 n/a
...thinks before he/she acts		1	2	3	4	5	6	7	8	9	10 n/a
...makes me feel that the work we do matters		1	2	3	4	5	6	7	8	9	10 n/a
...is visibly committed to his/her own professional development		1	2	3	4	5	6	7	8	9	10 n/a
...does a good job selling the organization and its capabilities		1	2	3	4	5	6	7	8	9	10 n/a
...has a positive presence		1	2	3	4	5	6	7	8	9	10 n/a
...keeps his/her ego in check		1	2	3	4	5	6	7	8	9	10 n/a
...regularly solicits and is open to feedback on his/her performance		1	2	3	4	5	6	7	8	9	10 n/a
...is teachable and open to learning new ways of doing things		1	2	3	4	5	6	7	8	9	10 n/a
...doesn't get easily rattled; stays calm and in control		1	2	3	4	5	6	7	8	9	10 n/a
...effectively balances optimism with pragmatism		1	2	3	4	5	6	7	8	9	10 n/a
...solicits feedback from the appropriate people when making important decisions		1	2	3	4	5	6	7	8	9	10 n/a
...clearly thinks things through before taking major action or making big decisions		1	2	3	4	5	6	7	8	9	10 n/a
...is willing to admit when he/she doesn't have the answer		1	2	3	4	5	6	7	8	9	10 n/a
...is open to other viewpoints		1	2	3	4	5	6	7	8	9	10 n/a
...manages conflict effectively		1	2	3	4	5	6	7	8	9	10 n/a
...learns from his/her mistakes		1	2	3	4	5	6	7	8	9	10 n/a
...is honest and trustworthy		1	2	3	4	5	6	7	8	9	10 n/a
...is fair and equitable		1	2	3	4	5	6	7	8	9	10 n/a
...has confidence in our company's product/service and what we are trying to do		1	2	3	4	5	6	7	8	9	10 n/a
...has confidence in himself/herself and his/her abilities		1	2	3	4	5	6	7	8	9	10 n/a
...stays true to our cultural values and aligns the organization accordingly		1	2	3	4	5	6	7	8	9	10 n/a

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on the right side, suggesting it's resting on a surface. There is no handwriting or other markings on the paper.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.