Emotional Intelligence on the Job
Exercise

The *Leadership Assessment Checklist* below pertains to such competencies as empathy, motivation, optimism, and social competency, as well as leadership and team-building skills such as employee empowerment, feedback, and conflict-resolution. Give copies of the Checklist to peers and associates, employees, friends, supervisors, your mentor, and to anyone else who can provide a snapshot of your behavior to help increase your self-awareness. Make sure they have a place to return this easily and anonymously, and give them a deadline date.

LEADERSHIP ASSESSMENT CHECKLIST

Please rate _____ (insert your name) on each of the following statements by using the rating scale below.

1 (virtually never) 2 3 4 5 (virtually always)

____ 1) Stands behind employees, backing their decisions and advocating for them to higher management.
____ 2) Knows how to delegate tasks but remain available for consultation.
____ 3) Takes disciplinary action promptly and fairly, without being overly harsh or demeaning.
____ 4) Sets high performance standards for self and subordinates.
____ 5) As soon as he/she is aware of a problem, sits down with a subordinate who has not met expectations, coaches them, and works with them to perform better.
____ 6) Provides frequent feedback to employees on how they are doing their job.

____ 7) Uses more praise and positive feedback than negative feedback.
____ 8) Refrains from letting some employees get away with less effort than others.
____ 9) Can persuade others to adopt his/her point of view without coercion.
___ 10) Makes positive use of conflict by encouraging discussion of differing points of view.
___ 11) Keeps employees informed at all times about things that might affect them.
___ 12) Takes the long-term view, without getting too focused on strictly short-term results.
___ 13) Listens well and shows empathy and concern when I have a problem.
___ 14) Has an open-door policy and makes himself/herself available to the staff when needed.
___ 15) Refuses to tolerate bigotry or narrow-mindedness among the staff.
___ 16) Helps employees discover their own solutions, without automatically providing answers.
___ 17) Keeps conflict among employees from festering or getting out of control, and instead works to reach a common understanding.
___ 18) Tries to be patient with staff when implementing a change, knowing that there is an adjustment period.
___ 19) Actively looks for ways to challenge and develop all workers.
___ 20) "Opens up" to others appropriately—not too much, but enough to assure them that he/she is not cold and distant.

Calculate an average score on each question by averaging all responses on each of the twenty questions. For example, if you received five completed checklists, calculate an average for the five on Question 1, Question 2, etc. Pay particular attention to any question with a rating of less than 4.0. The further it is under 4, the greater the need for work in that area. Make this a personal developmental goal for your own career. In addition, examine individual questions from individual raters where you scored lower than 4. Perhaps some people believe that you do need work in that area. Again, this is helpful information and guides you as you develop personal goals.

**Excerpted from The Manager's Pocket Guide to Emotional Intelligence, by Emily A. Sterrett (HRD Press, 2000).*