<u>Evaluating Managerial Strengths and Weaknesses</u>
James M. Hylko
Preparing Technical Specialists for Nuclear Manager / Leadership Responsibilities
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Read each statement below and score yourself using the following scale:
0 - Never
1 - Rarely
2 - Occasionally
3 - Always

1. Effectiveness. Leadership ability determines a person's level of effectiveness.
_____a) When faced with a challenge, my first thought is, "Who can I enlist to help?" not "What can I
     do?".
_____b) When my team, department, or organization fails to achieve an objective, my first assumption
     is there is some kind of leadership issue.
_____c) I believe that developing my leadership skills will increase my effectiveness with the team.
_____TOTAL

2. Influence. Can you train your neighbor's dog?
_____a) I rely on influence rather than my position or title to get others to follow me or do what I want.
_____b) During discussions or brainstorming sessions, people turn to me and ask for my advice.
_____c) I rely on my relationships with others rather than organizational systems and procedures to get
     things done.
_____TOTAL

3. Process. Leadership develops over time, not in one day.
_____a) I have a concrete, specific plan for personal growth that I engage in weekly.
_____b) I have found experts and mentors for key areas of my life, and call them on a regular basis.
_____c) To promote my professional growth in leadership / management, I have read books, taken a
     class, or listened to audio lessons every year.
_____TOTAL

4. Navigation. Anyone can steer a ship in calm seas.
_____a) I identify problems, obstacles, and trends that will impact the outcome of company initiatives.
_____b) I can clearly see a pathway comprised of the process, the people, and resources needed for
     implementing a vision.
_____c) I am called upon to plan initiatives for the organization.
_____TOTAL

5. Multiplicity. Leaders add value by serving others.
_____a) Rather than being annoyed when team members have issues preventing them from doing their
     jobs effectively, I see the issues as opportunities to serve and assist.
_____b) I look for ways to make improvements for the people I lead.
_____c) I find great personal satisfaction in helping team members become more successful in their
     areas of interest.
_____TOTAL

6. An unyielding surface. Trust is the foundation of leadership.
_____a) The people I lead confide in me regarding sensitive issues.
_____b) When I tell someone in the organization that I will do something, that person can count on me
  to follow through.
_____c) I avoid undermining others or talking behind their backs.
_____TOTAL

7. R-E-S-P-E-C-T. People follow leaders stronger than themselves.
_____a) People are naturally drawn to me, and want to do things together.
_____b) I go out of my way to show respect and loyalty to the people on my team.
_____c) I make courageous decisions and take personal risks that could benefit my team even if
  there is no benefit for me.
_____TOTAL

8. The inner circle. A leader's potential is determined by those closest to him.
_____a) I am strategic and highly selective about which people are closest to me personally and
  professionally.
_____b) I regularly rely on some key people in my life to help accomplish my goals.
_____c) I believe that 50% or more of the credit for my accomplishments goes to the people on my
  team.
_____TOTAL

9. Empowerment. Only secure leaders authorize power to others.
_____a) I embrace change easily and become dissatisfied with the *status quo*.
_____b) No matter how talented my team, my position is secure.
_____c) It is my regular practice to give people I lead the authority to make decisions and take risks.
_____TOTAL

10. Photographs and memories. People do what they see in practice.
_____a) If I observe an undesirable action or quality in my team, I check for it in myself first before
  addressing it with them.
_____b) I am continually working to make my actions and words consistent.
_____c) I do what I should rather than what I want, because I am setting an example for others.
_____TOTAL

11. Intuition. Leaders evaluate everything with a leadership bias.
_____a) I can easily gauge morale, whether in a room full of people, on a team, or in an organization.
_____b) I often take the right action as a leader even if I cannot explain why.
_____c) I can read situations and sense trends without having to gather hard evidence.
_____TOTAL

12. A compass points to the North Pole. Who you are is who you attract.
_____a) I am satisfied with the caliber of people who report to me.
_____b) I expect the people I attract to be similar to me in values, skills, and leadership ability.
_____c) I recognize that no personnel process can improve the quality of people I recruit compared to
    improving myself.
_____TOTAL

13. Are you connected? Leaders touch the heart before they ask for a hand.
_____a) When I am new to a leadership situation, one of the first things I try to do is develop a personal
    connection with the individuals involved.
_____b) I know the stories, hopes, and dreams of the people I lead.
_____c) I avoid asking my employees to help accomplish the vision of the team until we have built a
    relationship that goes beyond the basic nuts and bolts of working together.
_____TOTAL

14. Buying into the program. People buy into the leader, then the vision.
_____a) I recognize that a lack of credibility can be as harmful to an organization as a lack of vision.
_____b) I wait until I see that most of the people on the team have confidence in me before asking for a
    commitment to the vision.
_____c) Even when my ideas are not very good, my people tend to side with me.
_____TOTAL

15. We are the champions! Leaders find a way for the team to win.
_____a) When I lead a team, I feel ultimate responsibility that we achieve the team's expected goals.
_____b) If members of my team are not unified in their efforts to achieve the vision, I take action to get
    them on the same page.
_____c) I make personal sacrifices to help ensure victory for my team, department, or organization.
_____TOTAL

16. Get the ball rolling. Momentum Is a leader's best friend.
_____a) I am enthusiastic and maintain a positive attitude daily for the sake of my team members.
_____b) Whenever I make a major leadership decision, I consider how that decision will impact
    momentum in my team, department, or organization.
_____c) I initiate specific actions with the purpose of generating momentum when introducing
    something new or controversial.
_____TOTAL

17. Priorities. Leaders understand that activity is not necessarily accomplishment.
_____a) I avoid tasks that are not required by my leadership, do not have a tangible return, or do not
    reward me personally.
_____b) I set aside time daily, monthly, and yearly to plan my upcoming schedule and activities based on
    my priorities.
_____c) I delegate any task for which a team member can be at least 80% as effective as I could be.
_____TOTAL

18. Sacrifice. A leader must give up going up.
_____a) I know making tradeoffs is a natural part of leadership growth, and I make sacrifices to become
        a better leader as long as they do not violate my values.
_____b) I expect to give more than my direct reports in order to accomplish the vision of the company.
_____c) I will give up my rights in order to reach my potential as a leader.
_____TOTAL

19. Time, time, timing! When to lead is as important as what to do and where to go.
_____a) I expend as much effort figuring out the timing for an initiative as I do figuring out the strategy.
_____b) I will launch something using a less-than-ideal strategy because I know the timing is right.
_____c) I can sense whether or not people are ready for an idea.
_____TOTAL

20. Growing the program. To add growth, lead direct reports. To multiply, lead future leaders.
_____a) I believe that I can grow my organization more rapidly by developing leaders from within than
        by any other method.
_____b) I spend a significant amount of time every week investing in, and developing the top 20% of
        my leaders.
_____c) I prefer to see employees I develop as leaders eventually succeed on their own instead of
        keeping them with me.
_____TOTAL

21. Legacy. A leader's lasting value is measured by succession.
_____a) I possess a strong sense of why I am in my job and why I am leading.
_____b) In each position I have held, I have identified people who can carry on after me, and I have
        invested in them.
_____c) One of my strongest motivations is to leave any team I lead better than when I started.
_____TOTAL

Now that you have completed the evaluation, examine each topic and note your strengths and weaknesses. Use the following guidelines to help your future development as a leader.

8-9: This is in your strength zone. Make the most of this skill and mentor others in this area.
5-7: Target this for growth. You have potential to make it a strength.
0-4: Area for improvement. Hire staff with this strength, partner with others in this area, and improve this skill through professional development.