

EMPLOYABILITY SKILLS AND KNOWLEDGE

MODULE 29



LEADERSHIP QUOTIENT

Self-Assessment exercise

1) When faced with uncertainty, I

- (a) ask questions of others about the cause of the problem
- (b) try to remember what I did the last time I faced a similar problem
- (c) analyse the available data logically.

2) Chaos makes me feel a

- (a) need to create order
- (b) sense of excitement
- (c) desire to discover a cause

3) I tend to be someone whose long-term view of all business issues is usually

- (a) above 10 years
- (b) above 5 years
- (c) above 1 year.

4) When I compare myself with other management colleagues I tend to be

- (a) about average in my capacity to assimilate business data rapidly
- (b) a little below average in my capacity to assimilate business data rapidly
- (c) significantly above average in my capacity to assimilate business data rapidly

5) In groups of managers I tend to be the one who

- (a) spots the relations between disparate data
- (b) spots the connections between the current issues and solutions to past problems
- © seeks to find consensus

6) When I am reviewing strategic issues I tend to be the one who

- (a) recognizes the limitations in the analysis
- (b) identifies future problems
- (c) is able to undertake detailed numerical analysis

7) I would describe myself as someone who can

- (a) generate novel ideas
- (b) ensure analysis is undertaken in a logical objective manner
- (c) analyse complex numeric information rapidly

8) Typically I will

- (a) rapidly become involved in detailed information
- (b) focus on the most important issues
- (c) stand above the here – and – now, and constantly seek to consider future consequences.

9) My relations with other managers will be to

- (a) consider them as a source of ideas
- (b) use them as providers of information to support my ideas
- (c) utilize their analytic skills

10) In the management team I am an

- (a) innovator
- (b) analyst
- (c) expert

11) My management colleagues will eventually consider me as a colleague who

- (a) remains opens to their ideas
- (b) is able to think through their problem solutions critically
- (c) provides a reliable source of high quality HR advice.

12) When I work with my colleagues I will normally be the one who can

- (a) recognize the similarity between the current problem and past issues
- (b) recognize the relationships between seemingly unconnected data
- (c) identify how the proposed solutions might relate to current procedures and practices.

13) I would describe myself as

- (a) someone who enjoys ambiguity and is motivated towards situations of uncertainty
- (b) a realist who enjoys providing practical solutions to current problems
- (c) a knowledgeable practitioner who can always give guidance on any questions about an HR issues.

14) I most enjoy

- (a) managing situations where I can improve the efficiency of a situation
- (b) managing the turn-around of a business
- (c) starting up a new business

15) I would rate myself, when compared to other managers, as someone who can

- (a) rapidly adapt to a new situation
- (b) quickly find ways of reducing costs in a situation
- (c) swiftly recognize how procedures and practices should be applied to a situation

16) When faced with people who oppose my views, I

- (a) tell them what the rules and regulations say
- (b) inform them that, as the manager my views will be accepted
- (c) try to understand their position, then work with them to overcome the obstacle.

17) In groups, I tend to

- (a) try to get to work through issues themselves, then work with me on my concepts
- (b) ensure others know that I have the critical information
- (c) seek to a make others aware that, as the most senior person, my experience prevails.

18) In negotiations, I

- (a) listen to the other party, trying to empathise with their views, and then work with them to seek compromise
- (b) ensure I have the critical information, then play my cards close to my chest
- (c) make certain that I have open communications to the person at the highest level so I can always use their authority to influence the decision.

19) In problem-solving situations, I

- (a) make sure everyone knows that I have the authority to review the decision
- (b) suspend judgment until I have understood everyone's view, then I work with them on the analysis
- (c) begin the meeting by outlining the solutions I have previously provided for similar problems.

20) I tend to communicate a decision by saying

- (a) I feel we should agree to this because I believe this is correct
- (b) I believe we should agree because this fits with the current processes and procedures
- (c) You should agree this because as a senior manager I consider it correct

21) I seek to motivate others by

- (a) trying to understand their needs and concerns
- (b) explaining that because I understand the problems and factors relating to it, my process should be followed
- (c) recommending that individuals follow my judgment because I have more authority than they.

22) My way of controlling others' performance is to

- (a) inform them of either the rules/regulations or their performance objectives
- (b) explain that as their manager I have to account for their performance
- (c) seek to understand their motives, attitudes and concerns.

23) Please write five challenges you are encountering while exercising your leadership.

- 1
- 2
- 3
- 4
- 5

NAME

DATE

SIGNATURE