

Leadership Behavior Assessment (LBA)

A paper-and-pencil 360-degree checklist for assessing leadership development competencies

Name of Person to be Assessed [_____]

Introduction

Thank you for agreeing to help assess the leadership behavior of the person named above. By doing so, you will provide this fellow organizational member with valuable feedback on individual leadership development needs. The primary goal of this program is improve our organization's leadership. We appreciate your assistance in performing this vital task.

We are distributing these copies of this tool to this person's managers, direct reports, and peers for completion. By surveying up, down, and across (360 degrees), we can provide the person assessed with information unobtainable from conventional assessment instruments

Instructions

1. For each behavioral scale, please circle the bullet that best reflects the behavior of the above-named individual. For example:

Thinks long-term

•

•

•



•

Thinks short-term

In this instance, the assessor thought that the person being assessed spends somewhat more time thinking short-term than long term. If the evaluator had thought the individual being assessed spent about the same amount of time thinking short and long term, the evaluator would have circled the middle bullet. A key to successful completion of this tool is to **read each behavioral scale closely** and then go with your first impression. If you encounter a scale covering behavior that you have not had the opportunity to observe, simply skip that scale.

2. Return the completed LBA survey form sealed in the enclosed return envelope to

_____ by _____; **OR follow the directions given to you by your Facilitator.** Thank you!

Leadership Behavior Assessment

<u>STRATEGY</u>						
Thinks long-term	•	•	•	•	•	Thinks short-term
Lacks vision for her/his organization	•	•	•	•	•	Has a vision for her/his organization
Shifts focus with no good reason	•	•	•	•	•	Shifts focus only when necessary
Aligns priorities with organizational priorities	•	•	•	•	•	Fails to align priorities with organizational priorities
Spends time fighting fires and resolving crises	•	•	•	•	•	Spends time setting direction for his/her organization
<u>COMMUNICATION</u>						
Communicates infrequently	•	•	•	•	•	Communicates frequently
Carefully clarifies instructions for assignments	•	•	•	•	•	Does not carefully clarify instructions for assignments
Does not freely share needed information	•	•	•	•	•	Freely shares needed information
Does not offer helpful feedback on performance	•	•	•	•	•	Offers helpful feedback on performance
Is cloistered	•	•	•	•	•	Is out and about in the organization
Communicates well with other organizations	•	•	•	•	•	Communicates poorly with other organizations
<u>LEARNING</u>						
Has a deep-rooted understanding of his/her organization	•	•	•	•	•	Does not try to understand the functions of his/her organization
Avoids new learning	•	•	•	•	•	Seeks out new learning
Is a quick study	•	•	•	•	•	Is a slow, deliberate study
Is close to the business	•	•	•	•	•	Is not close to the business
Does not understand functions of other organizations	•	•	•	•	•	Understands functions of other organizations
<u>FLEXIBILITY</u>						
Open to new ideas	•	•	•	•	•	Not open to new ideas

Is not creative in solving problems	•	•	•	•	•	Is creative in solving problems
Views people issues as black or white	•	•	•	•	•	Sees options or middle ground on people issues
Promotes change	•	•	•	•	•	Resists change
Fails to use others' suggestions when making decisions	•	•	•	•	•	Uses others suggestions when making decisions
<u>INFLUENCE</u>						
Gets support	•	•	•	•	•	Fails to get support
Is dictatorial/aggressive	•	•	•	•	•	Is democratic
Motivates and inspires people	•	•	•	•	•	Fails to motivate and inspire people
Doesn't know how to sell ideas	•	•	•	•	•	Knows how to sell ideas
Allows others to walk on him/her	•	•	•	•	•	Does not allow others to walk on him/her
Fails to go to bat for our group	•	•	•	•	•	Goes to bat for our group
<u>RELATIONSHIPS</u>						
Does not talk to people	•	•	•	•	•	Talks to people
Is a good listener	•	•	•	•	•	Is a poor listener
Is personable, open	•	•	•	•	•	Is distant, closed
Frequently shows appreciation for work done	•	•	•	•	•	Rarely shows appreciation for work done
Controls his/her own negative emotions	•	•	•	•	•	Does not control his/her own negative emotions
Shows empathy and understanding	•	•	•	•	•	Does not show empathy/understanding
<u>DELEGATION</u>						
Is a nitpicker	•	•	•	•	•	Is not a nitpicker
Does not look over people's shoulders	•	•	•	•	•	Looks over people's shoulders
Deals with important issues	•	•	•	•	•	Deals with inconsequential details
Insists work is done his/her way	•	•	•	•	•	Doesn't insist work is done his/her way

Fails to delegate	•	•	•	•	•	Is a delegator
<u>TEAMWORK</u>						
Works well with our other leaders	•	•	•	•	•	Works poorly with our other leaders
Promotes teamwork within our group	•	•	•	•	•	Promotes competition within our group
Does not encourage group problem-solving	•	•	•	•	•	Encourages group problem-solving
Handles group conflict productively	•	•	•	•	•	Fails to deal with group conflict
Shares credit for joint projects/ideas	•	•	•	•	•	Takes personal credit for joint projects/ideas
Uses negative consequences and criticism to motivate performance	•	•	•	•	•	Uses positive consequences and praise to motivate performance
<u>INTEGRITY</u>						
Has integrity	•	•	•	•	•	Lacks integrity
Isn't trusted	•	•	•	•	•	Is trusted
Is overly political	•	•	•	•	•	Is political only as needed
Takes responsibility for self	•	•	•	•	•	Blames others
Admits mistakes	•	•	•	•	•	Doesn't admit mistakes
Is honest, credible	•	•	•	•	•	Is dishonest, lacks credibility
<u>CONFIDENCE</u>						
Is insecure	•	•	•	•	•	Is secure
Is unwilling to make enemies	•	•	•	•	•	Is willing to make enemies
Is decisive	•	•	•	•	•	Is indecisive
Deals with performance issues	•	•	•	•	•	Fails to deal with performance issues
Conveys confidence	•	•	•	•	•	Conveys lack of confidence
Is unwilling to make tough decisions	•	•	•	•	•	Is willing to make the tough decisions

OPTIONAL COMMENTS ABOUT THIS LEADER: _____

