

# LEADNA

## Leadership Development Needs Assessment

An on-line 360-degree tool for  
assessing leadership development needs

Survey to Assess: \_\_\_\_\_

Developed by volunteers at no cost to the Federal Government or the Westinghouse Electric Company (WEC), this innovation supports the joint efforts of the US Department of Energy (DOE) Carlsbad Area Office (CAO) and WEC to improve the business environment and the quality of life in host communities.

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## Introduction

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

We are distributing copies of this tool to this person's superiors, subordinates, and peers for completion. By surveying up, down, and across (360 degrees), we can provide participants with information unobtainable from conventional assessment instruments. LEADNA responses are intended to be anonymous. The authors of this tool believe that anonymity facilitates honest, objective, and user-friendly feedback.

## Instructions

1. For each behavioral scale, please delete the bullet that best reflects the behavior of \_\_\_\_\_ and place an **X** in its place.

Example:

Thinks long-term                      •            •            •            X            •            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 think short- and long-term, the evaluator would have placed the **X** in place of 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.

- I. For each scale there is an opportunity to add comments or specific examples that would amplify your rating. Your comments are valuable and create an even more accurate reflection of the behavior of this person. If you have comments, please take the time to write them.
- I. Following the completion of this form, and the following one, simply reply to this e-mail. Since I have addressed your e-mail separately, it will return only to me.
- I. If you have any questions regarding this tool, please call
- I. Thank you for your participation!

## LEADNA Survey of \_\_\_\_\_

### Strategy

- |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|
| 1. Thinks long-term   | • | • | • | • | • | Thinks short-term                               |
| Comments/examples:  |   |   |   |   |   |   |
| 2. Lacks a vision for his/her organization                    | • | • | • | • | • | Has a vision for his/her organization           |
| Comments/examples:  |   |   |   |   |   |   |
| 3. Spends time setting the direction for his/her organization | • | • | • | • | • | Spends time fighting fires and resolving crises |
| Comments/examples:  |   |   |   |   |   |   |

### Communication

- |                           |   |   |   |   |   |                                      |
|---------------------------|---|---|---|---|---|--------------------------------------|
| 4. Is a good communicator | • | • | • | • | • | Is a poor communicator               |
| Comments/examples:        |   |   |   |   |   |                                      |
| 5. Is cloistered          | • | • | • | • | • | Is out and about in the organization |
| Comments/examples:        |   |   |   |   |   |                                      |

6. Communicates well with other organizations  
Comments/examples: • • • • • Communicates poorly with other organizations

7. Tends to be non-frequently communicative  
Comments/examples: • • • • • Communicates

**Knowledge**

8. Has a deep-rooted understanding of the functions of his/her organization  
Comments/examples: • • • • • Does not try to understand the functions of his/her organization

9. Does not understand functions of other organizations  
Comments/examples • • • • • Understands functions of other organizations

10. Is “close to the business”  
Comments/examples: • • • • • Is not “close to the business”

11. Takes the narrow view  
Comments/examples: • • • • • Takes the broad view

## Learning

12. Is curious • • • • • Isn't interested/doesn't have time

Comments/examples:

13. Resists change • • • • • Promotes change

Comments/examples:

14. Is a quick study • • • • • Is a slow, deliberate study

Comments/examples:

## Influence

15. Gets support • • • • • Fails to get support

Comments/examples:

16. Doesn't know how to sell • • • • • Knows how to sell

Comments/examples:

17. Gets people on board • • • • • Fails to get people on board

board

Comments/examples:

18. Motivates people • • • • • Fails to motivate people

Comments/examples:

19. Is dictatorial                   •     •     •     •     •     Is democratic  
Comments/examples:

20. Is unassertive               •     •     •     •     •     Is assertive  
Comments/examples:

**Relationships**

21. Does not talk to people     •     •     •     •     •     Talks to people  
Comments/examples:

22. Is a good listener           •     •     •     •     •     Is a poor listener  
Comments/examples

23. Is good interpersonally    •     •     •     •     •     Is poor interpersonally  
Comments/examples:

24. Is unable to deal with  
people                           •     •     •     •     •     Is able to deal with people  
Comments/examples:

25. Does not interact with  
people enough                 •     •     •     •     •     Interacts with people  
Comments/examples:





**Integrity**

- 32. Has integrity  
Comments/examples:      •      •      •      •      •      Lacks integrity
  
- 33. Isn't trusted  
Comments/examples:      •      •      •      •      •      Is trusted
  
- 34. Is overly political  
Comments/examples:      •      •      •      •      •      Is political only as needed
  
- 35. Takes responsibility  
Comments/examples:      •      •      •      •      •      Blames others for self
  
- 36. Admits mistakes  
Comments/examples:      •      •      •      •      •      Doesn't admit mistakes
  
- 37. Is honest, credible  
Comments/examples:      •      •      •      •      •      Is dishonest, lacks credibility

