

## Session 3: Leadership Strengths

Understanding our personal strengths – what comes naturally to us, and what we naturally excel at – is an important element of developing leadership skills. While it can also be somewhat difficult to discuss our strengths without feeling like we are boasting, honestly acknowledging areas of natural skill helps develop those talents more effectively. Likewise, acknowledging strengths similarly opens up the possibility to examine behaviors or tendencies that could be strengthened as well.

### Discuss

Last month you were challenged to consider the ways in which you influence other people and what words others would use to describe your leadership skills. Without taking any questionnaires or scales of any kind, what leadership strengths do you possess? How are they expressed in terms of influencing others? Can think of specific situations or events in which some of your strengths were particularly useful or influential?

### Discover

Take the “Leadership Strengths Questionnaire” and then score your results. What strengths did this questionnaire reveal? How do the results compare and/or contrast with your previous perception of your leadership strengths? Conversely, where were your lowest scores? Do you consider these scores an accurate representation of your leadership abilities? What implication do these findings have for future leadership development?

### Develop

Self-assessment is an important first step in developing leadership ability. You’ve spent two mentoring sessions focusing on conceptualizing leadership and identifying your personal leadership strengths. Based on this, identify two goals for yourself with regard to personal leadership development that you can focus on for the next month. Are there certain behaviors you’d like to refine? Communication tendencies that could be improved? Learning objectives you’d like to pursue? Certain individuals whose strengths may not match yours, and with whom you may want to take a different approach? Are there better ways to leverage the strengths of others with whom you interact?

Write your goals down so you can be accountable for those goals. Consider setting weekly reminders in your phone as well.

REMINDER: If you haven’t already done so, your mid-term mentoring evaluation is due. Please complete this at your earliest convenience.

## 3.2 LEADERSHIP STRENGTHS QUESTIONNAIRE

### Purpose

1. To develop an understanding of your leadership strengths
2. To rank your strengths in selected areas of performance

### Directions

1. Please answer the statements below in terms of whether the statement describes *what you are like*.
2. For each of the statements, circle the number that indicates the degree to which *you feel the statement is like you*.

Statements	Very Much Unlike Me	Unlike Me	Neutral	Like Me	Very Much Like Me
1. I am an energetic participant when working with others.	1	2	3	4	5
2. Brainstorming is one of my strengths.	1	2	3	4	5
3. I am good at encouraging coworkers when they feel frustrated about their work.	1	2	3	4	5
4. I want to know "why" we are doing what we are doing.	1	2	3	4	5
5. I look for common ground in opposing opinions of others.	1	2	3	4	5
6. I enjoy implementing the details of projects.	1	2	3	4	5
7. I like to explore creative approaches to problems.	1	2	3	4	5
8. I go out of my way to help others feel good about their accomplishments.	1	2	3	4	5
9. Examining complex problems or issues is one of my strengths.	1	2	3	4	5
10. I am a mediator in conflict situations.	1	2	3	4	5
11. I stick with the task until the work is completed.	1	2	3	4	5
12. I can initiate change, if it is needed, when working with others.	1	2	3	4	5
13. I show concern for the personal well-being of others.	1	2	3	4	5

## 3.2 LEADERSHIP STRENGTHS QUESTIONNAIRE

(continued)

Statements	Very Much Unlike Me	Unlike Me	Neutral	Like Me	Very Much Like Me
14. I like to consider various options for doing things.	1	2	3	4	5
15. I am effective communicating with people who are inflexible.	1	2	3	4	5
16. I try to follow through with ideas so that the work gets done.	1	2	3	4	5
17. I enjoy creating a vision for a work-related project.	1	2	3	4	5
18. I am the “glue” that helps hold the group together.	1	2	3	4	5
19. I like exploring the details of a problem before trying to solve it.	1	2	3	4	5
20. I can draw the best out of people with diverse opinions.	1	2	3	4	5
21. I like making to-do lists so that the work gets completed.	1	2	3	4	5
22. I can “think outside of the box.”	1	2	3	4	5
23. Encouraging others comes easily for me.	1	2	3	4	5
24. I like thinking things through before engaging in work projects.	1	2	3	4	5
25. I am good at finding common ground when a conflict is present.	1	2	3	4	5
26. I enjoy scheduling and coordinating activities so the work is completed.	1	2	3	4	5
27. I am good at developing new ideas for others to consider.	1	2	3	4	5
28. I am good at encouraging others to participate on projects.	1	2	3	4	5
29. I like to explore problems from many different perspectives.	1	2	3	4	5
30. I am effective at helping coworkers reach consensus.	1	2	3	4	5

## 3.2 LEADERSHIP STRENGTHS QUESTIONNAIRE

(continued)

### Scoring

1. Sum the responses on items 1, 6, 11, 16, 21, and 26 (implementer score).
2. Sum the responses on items 2, 7, 12, 17, 22, and 27 (innovator score).
3. Sum the responses on items 3, 8, 13, 18, 23, and 28 (encourager score).
4. Sum the responses on items 4, 9, 14, 19, 24, and 29 (analytic score).
5. Sum the responses on items 5, 10, 15, 20, 25, and 30 (mediator score).

### Total Scores:

\_\_\_\_\_      \_\_\_\_\_      \_\_\_\_\_      \_\_\_\_\_      \_\_\_\_\_  
Implementer    Innovator      Encourager    Analytic      Mediator

### Scoring Interpretation

The Leadership Strengths Questionnaire is designed to measure your strengths in the areas of implementation, innovation, encouragement, analysis, and mediation. By assessing the rank order of your scores, you can determine the areas in which you have the greatest strengths and the areas in which you are weaker. A high score in a certain area indicates where you are strong; a low score shows where you are weak. As discussed in this chapter, every person has multiple strengths. In addition to the strengths revealed by the Leadership Strengths Questionnaire, you may wish to complete other strengths assessments to obtain a more complete picture of all of your strengths.

If your score is 26–30, you are in the very high range.

If your score is 21–25, you are in the high range.

If your score is 16–20, you are in the moderate range.

If your score is 11–15, you are in the low range.

If your score is 6–10, you are in the very low range.

### Building Your Leadership Profile

If you have the interactive eBook version of this text, log in to access the Leadership Profile Tool. After completing this chapter's questionnaire, you will receive individualized feedback and practical suggestions for further strengthening your leadership based on your responses in this questionnaire.