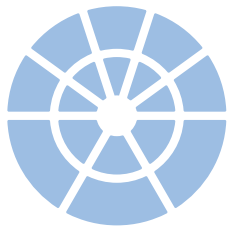


COLLECTIVE LEADERSHIP ASSESSMENT SURVEY QUESTIONS



COLLECTIVE LEADERSHIP ASSESSMENT

In the following survey, you will be evaluating the Leadership Culture within your organization. Please try to describe the organization's leadership as a **whole**. **There may be many factors that influence** your overall experience of leadership. Describe the behavior that is having the most influence on your work experience. Different managers have different styles and methods of interaction. If, for example, two different managers have contrasting leadership styles, and both are having an influence on the leadership culture, then use this survey to describe both sets of behavior. Your task is to describe the leadership behaviors that are most commonly practiced, encouraged, or allowed by leaders within your organization.

Please rate how strongly you agree or disagree with each statement on the survey. Answer each statement on a scale of 1-15 where 1 means you "Very Strongly Disagree" with that statement and 15 means you "Very Strongly Agree" with that statement. This is a very wide scale and allows you to describe wide ranges of behavior. Only use the extreme ends of the scale ("Very Strongly") to describe extremely positive or negative behavior.

| | | | | | | | | | | | | | | |
|------------------------|-----|-------------------|-----|----------|-----|-------------------|-----|----------------|------|-------|------|----------------|------|---------------------|
| 1.0 | 2.0 | 3.0 | 4.0 | 5.0 | 6.0 | 7.0 | 8.0 | 9.0 | 10.0 | 11.0 | 12.0 | 13.0 | 14.0 | 15.0 |
| Very Strongly Disagree | | Strongly Disagree | | Disagree | | Slightly Disagree | | Slightly Agree | | Agree | | Strongly Agree | | Very Strongly Agree |

I feel the team/organizational leaders ...

Are proficient at achieving high quality results on key initiatives.

Need to be accepted by others.

Take forthright action without needing recognition.

Help people learn, improve, and change.

Are arrogant.

Attend to the long-term impact of strategic decisions on community.

Pursue results with drive and energy.

Try too hard to conform to the group's rules/norms.

Balance work and personal life.

Are excessively ambitious.

Connect deeply with others.

Have egos that are too big.

Create a vision that goes beyond the organization to include making a positive impact on the world.

Are efficient decision makers.

Collective Leadership Assessment Survey

1.0
Very
Strongly
Disagree

2.0

3.0
Strongly
Disagree

4.0

5.0
Disagree

6.0

7.0
Slightly
Disagree

8.0

9.0
Slightly
Agree

10.0

11.0
Agree

12.0

13.0
Strongly
Agree

14.0

15.0
Very
Strongly
Agree

Work too hard for others' acceptance.
Are courageous in meetings.
Find enough time for personal reflection.
Believe winning is what really matters.
Form warm and caring relationships.
Hurt people's feelings.
Allow customers to shape our decisions and direction.
Make decisions in a timely manner.
Are too conservative.
Speak directly even on controversial issues.
Are composed under pressure.
Have to get their own way.
Speak directly even on controversial issues.
Create common ground for agreement.
Put people down.
Solicit customer input that often results in organizational change.
Articulate a vision that creates alignment within the organization.
Follow conventional ways of doing things.
Lead in a manner that is completely aligned with their values.
Handle stress and pressure very well.
Pursue results at the expense of people.
Work to find common ground.
Handle stress and pressure very well.
Are emotionally distant.
Extensively involve people in decision making.
Inspire others with vision.
Lack passion.
Are wishy-washy in decision making.
Investigate the deeper reality that lies behind events/circumstances.
Lack passion.
Push themselves too hard.
Create a positive climate that supports people doing their best.
Remain standoffish.

Collective Leadership Assessment Survey

1.0 Very Strongly Disagree 2.0 3.0 Strongly Disagree 4.0 5.0 Disagree 6.0 7.0 Slightly Disagree 8.0 9.0 Slightly Agree 10.0 11.0 Agree 12.0 13.0 Strongly Agree 14.0 15.0 Very Strongly Agree

Push decision making and problem solving down to the appropriate level.

Establish a strategic direction that helps the organization to thrive.

Learn from mistakes.

Try too hard to be the best at everything they take on.

Promote high levels of teamwork through their leadership style.

Allocate resources appropriately so as not to use people up.

Provide strategic direction that is thoroughly thought through.

Need the approval of others.

Get the job done with no need to attract attention to themselves.

Need to excel in every situation.

Display a high degree of skill in resolving conflict.

Balance short-term results with long-term organizational health.

Are good role models for the vision they espouse.

Take responsibility for their part of relationship problems.

Evolve organizational systems until they produce envisioned results.

Are people builders/developers.

Redesign the system to solve multiple problems simultaneously.

You have completed the first part of the survey!

In the next part of the survey please describe your desired leadership culture. Answer each question as you would if the leadership culture were exactly the way you want it. Describe the culture that would be optimal for your organization—one that would allow it to thrive in the current and future environment. Please rate how strongly you agree or disagree with each statement on the survey. Answer each statement on a scale of 1-15 where 1 means you “Very Strongly Disagree” with that statement and 15 means you “Very Strongly Agree” with that statement. This is a very wide scale and allows you to describe wide ranges of behavior. Only use the extreme ends of the scale (“Very Strongly”) to describe extremely positive or negative behavior.

In MY IDEAL team/organization the leaders ...

Are proficient at achieving high quality results on key initiatives.

Need to be accepted by others.

Take forthright action without needing recognition.

Need to perform flawlessly.

Help people learn, improve, and change.

Collective Leadership Assessment Survey

1.0 Very Strongly Disagree 2.0 3.0 Strongly Disagree 4.0 5.0 Disagree 6.0 7.0 Slightly Disagree 8.0 9.0 Slightly Agree 10.0 11.0 Agree 12.0 13.0 Strongly Agree 14.0 15.0 Very Strongly Agree

Are arrogant.

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Are excessively ambitious.

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Are efficient decision makers.

Work too hard for others' acceptance.

Are courageous in meetings.

Are efficient decision makers.

Find enough time for personal reflection.

Believe winning is what really matters.

Form warm and caring relationships.

Hurt people's feelings.

Allow customers to shape our decisions and direction.

Make decisions in a timely manner.

Are too conservative.

Speak directly even on controversial issues.

Are composed under pressure.

Have to get their own way.

Create common ground for agreement.

Put people down.

Solicit customer input that often results in organizational change

Articulate a vision that creates alignment within the organization.

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Are good role models for the vision they espouse.

Take responsibility for their part of relationship problems.

Evolve organizational systems until they produce envisioned results.

Are people builders/developers.

Redesign the system to solve multiple problems simultaneously.

***YOU HAVE COMPLETED THE SURVEY. THANK YOU
FOR YOUR PARTICIPATION.***